

Sales Management

NOVEMBER
1923

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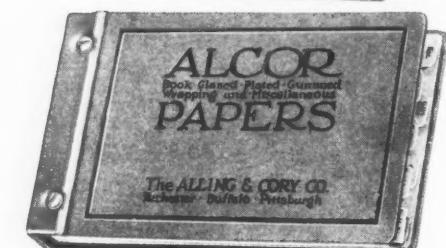
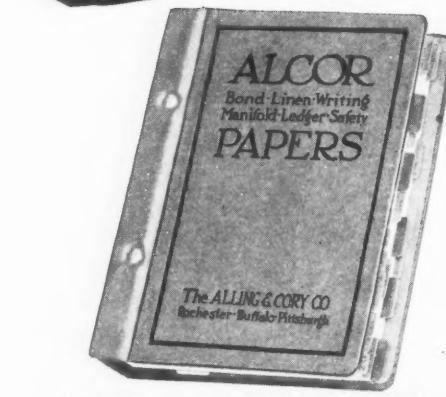
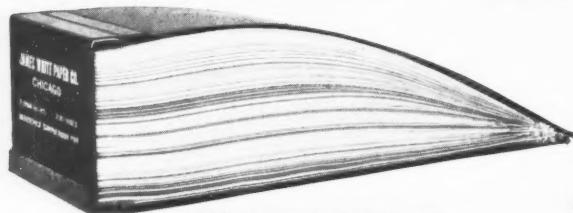
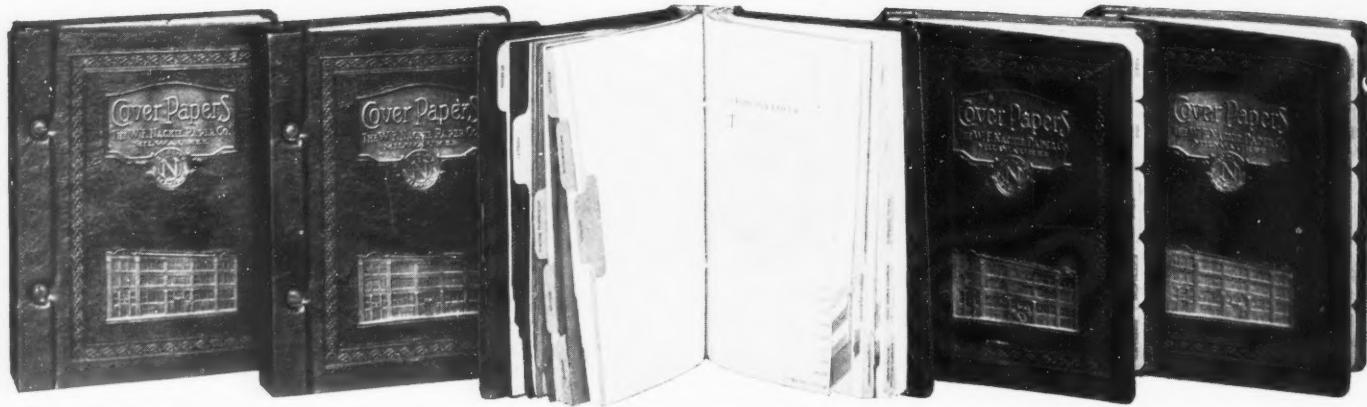
How Yale & Towne Worked Out a Better
Way to Pay Their Salesmen, by Edward V.
Waldvogel, Vice-President of the Company

Page 127

—and other articles just as good by
men who are making sales history

TWENTY-FIVE CENTS THE COPY





"Making Good" in the paper industry

MILLIONS of Heinn Binders are being used by manufacturers, wholesalers and dealers, making and selling all types of merchandise. Heinn Binders have "made good" in the paper industry as they have in every other business field. They are being used by the thousands, for both salesmen and general trade needs.

Everyone, from the paper manufacturer to the advertising man who prepares the "dummy" has welcomed the loose-leaf system. Consider merely the main outstanding advantages that it offers—

Accessibility: A comparatively small number of binders holds the entire line of papers in all weights, colors and grades. A set of binders are kept and used, while cabinets and other filing devices become discarded or misused.

Convenience: Various papers are seen at a glance, making the selection

of the proper paper a quicker, simpler matter. The sample sheets are always intact—convenient, handy and easily found.

Sales: The loose-leaf system shows the right paper, for the right job, at the right time. It tends to create bigger sales for every kind of paper—resulting in more paper sold and less time consumed.

What the Butler Paper Corporation says:

"The leather loose-leaf catalogs, which we have purchased from the Heinn Company for the last three or four years, have proven most satisfactory. This is now our standard catalog cover, so known and recognized wherever we operate."

BUTLER PAPER CORPORATION
L. C. Calkins, Manager
Standardization Department

Whatever you make or sell—if you issue a catalog—investigate Heinn Binders. Send us your specifications—we'll gladly quote prices.

Write today

THE HEINN COMPANY

Originators of the loose-leaf system of cataloging

349 FLORIDA STREET

MILWAUKEE, WISCONSIN

Over a Million Homes

THE Herald and Examiner's Sunday circulation of over a million, net paid, is concentrated in the Chicago territory.

[The price paid for the Herald and Examiner . . . 10c per copy . . . indicates the deliberate choice of the largest reader-audience of any newspaper west of New York.]

Geographical location, wealth, responsiveness and accessibility make the middlewest . . . of which Chicago is the center . . . the strategic *beginning point* of any sales and distribution campaign.

[Ask us to outline a practical plan by which our Merchandising Department can assure your sales department adequate and quick distribution so that you can most profitably utilize this tremendous selling power in this greatest market.]

CHICAGO HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.





THIS MONTH'S PROBLEM



How Can This Sales Manager Convince His Salesmen that Advertising Will Add to Their Incomes?

THIS problem is now confronting a fair-sized manufacturer of tires. His salesmen, like so many other salesmen, are lukewarm on the subject of advertising. They feel that as the advertising becomes more productive they will be less in demand, and that cheaper men will be substituted in their places.

We quote from the subscriber's letter: "A salesman of the old school was in my office the other day and in the course of conversation complained that the status of the salesman in big business was rapidly lowering. He claims that face-to-face selling is rapidly becoming a simple matter of 'peddling' and that the salesman's position is year by year getting less attractive."

This sales manager wonders if it is really true that the highly trained big business producing salesman must connect himself with a house which is yet to establish its reputation in order to get a just reward for his services.

Can you think of any plan, or any program of education that will enable this sales manager to sell his men so thoroughly on making every possible use of advertising that their sales will increase to a point where big earnings will be justified? Can you help him

work out a plan which will cause his salesmen to get behind the advertising as well as the product itself?

Assuming that your business has been built up through the use of advertising how would you convince your salesmen (in case no figures from your own business were available) that advertising actually will increase their incomes? Solutions or letters bearing on this problem will be welcomed. Your letter may win the prize.

*Answers to the October Problem will appear
in the December issue*

The problem above described is submitted by a subscriber to this magazine. If you can suggest a way to solve this problem, send it to J. C. Aspley, Editor, SALES MANAGEMENT Magazine, 1801 Leland Avenue, Chicago. Your reply will be forwarded to the concern in question, and a prize of no less than \$50 will be awarded to the person sending in the most practical solution. Name of the prize winner will be published later.



YOUR GATEWAY AND GUIDES *to the heart of the* Billion Dollar Pacific Northwest

WASHINGTON, OREGON and IDAHO are yielding more than ONE THOUSAND MILLION DOLLARS in new wealth this year. Lumbering and farming incomes alone will amount to \$70,000,000 more than for 1922---business in most every line is beating records.

Washington, Oregon and Idaho will produce 1-8th of the Nation's wheat; 1-3rd of the Nation's apples; ship 1-3rd of Nation's lumber; produce 1-6th of Nation's wool; 1-9th of its small fruits; 1-15th of its honey; 1-15th of its hay; 1-18th of its potatoes; produce over \$100,000,000 worth of minerals, and do 1-12th of the Nation's farm butchering of cattle and calves.

This record production means that the two and one-half million consumers have the money to spend and are buying freely. Go-Getters are reaping bumper business harvests here now and will continue to do so during the Fall and Winter months.

REVIEW - CHRONICLE NATIONAL ADVERTISING BUREAU

THE SPOKESMAN-REVIEW and Spokane Daily Chronicle

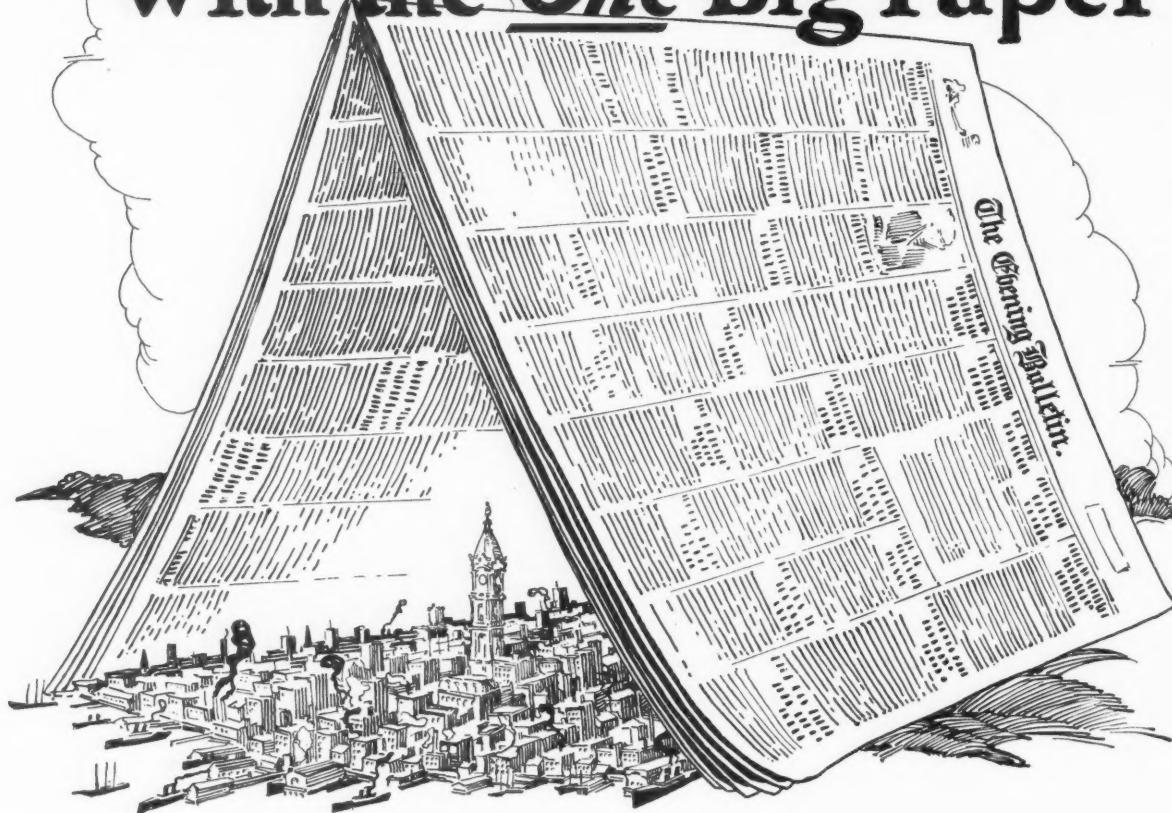
MORNING - SUNDAY - TWICE-A-WEEK

COVER SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE

REPRESENTATIVES
WM J MORTON CO.
NEW YORK CHICAGO
M C MOGENSON & CO INC
SAN FRANCISCO - LOS ANGELES
SEATTLE

DOMINANT
FARM MAGAZINES
THE WASHINGTON FARMER
THE IDAHO FARMER
THE OREGON FARMER

Cover Philadelphia With the One Big Paper



You wouldn't put a boy on a man's job.

Covering Philadelphia is a man's size job.

You can cover Philadelphia at one cost with one newspaper, because The Bulletin reaches practically every home, office, store and factory in the city.

There are 400,000 separate dwellings in Philadelphia and more than 100,000 outside the city limits. There's every reason why you can dominate Philadelphia with The Bulletin.



The Bulletin

PHILADELPHIA'S NEWSPAPER

505,098

Average Daily Circulation for six months ending March 31

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

Bound Volume: No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00. The volume contains 1,164 pages and is bound in heavy buckram, lettered in gold.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Newsstand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the newsstands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisement, opposite reading, run of paper, \$125 single insertion. Two columns, \$100 single insertion. One column, \$60 single insertion. Half column, \$35 single insertion. Fifty cents per agate line.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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Sales Management

*Published Monthly for Those Who Market
Through National Sales Organizations*

VOLUME SIX

Established 1918 by The Dartnell Corporation

NUMBER TWO

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Edited by John Cameron Aspley



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Now!

He knows how to meet ADVERTISING competition as well

A LEADING manufacturer was making a product the quality of which was the envy of his competitors. The price was right. His selling organization was smooth and efficient. Distribution was good.

Each year his business showed an increase. That *seemed* all right. But he found, much to his surprise, that *the business of his competitors showed even greater increases*; for keen competition was continually expanding the market.

A Richards Survey uncovered this important fact: *This manufacturer, who thought he was meeting competition at every twist and turn, was not meeting competition on advertising.*

Of 1021 consumers interviewed only 6 recalled having seen his trademarked line advertised. Hundreds

had seen other brands advertised.

To adequately meet competition on advertising something more than mere money is required. It is vitally necessary to employ the same intelligence and effort on advertising that meets competition in every other phase of business. It is necessary to know the how, when, where and why of every advertising expenditure.

It is such information that a Richards Survey places in your hands. Such a Survey—made especially for you—gives you facts about your business on every angle of marketing—including advertising. It points out not only how to meet competition on advertising, but indicates how you can keep a step ahead of competition.

May we tell you some actual fact-stories?

JOSEPH RICHARDS CO. INC

An Advertising Agency — Est 1874

247 Park Avenue, New York

TRADE MARK

RICHARDS "Facts First — then Advertising"

Sales Management

A Dartnell Publication



Volume Six

Chicago, November, 1923

Number Two

How We Found a Better Way to Pay Our Salesmen

By Edward V. Waldvogel

Vice-President, in Charge of Sales, Yale & Towne Mfg. Co., Stamford, Conn.

The idea of varying commission rates on products, and in different sections of the country is as old as sales management itself. But Yale & Towne seem to have carried it a step farther. Mr. Waldvogel joined the Yale & Towne organization eighteen years ago as a traveling salesman, and stepped up through the sales department to the general managership of the business.

BEFORE adopting our present method for compensating salesmen, we paid all men a straight salary. The following anecdote will show why the method did not work out with complete satisfaction—to the salesmen or the company.

We had a young chap on our sales force at that time who had been with the company for several years. He had come up through the inside organization and because he showed marked qualifications for the selling end he landed on the sales force. After he had been on the road for two years, he told me one day he would like to talk things over, as he felt he was not getting along as well as he thought he had a right to expect.

No Incentive to Work

"It is the question of salary," he said. "I have no cause to complain over the amount of my compensation, nor am I dissatisfied because I think I am under-paid. It is the principle of the arrangement that has me worried. When I started out two years ago my salary was fixed at a certain figure for the year. A year later, I received an increase. This year I am to receive another. And I suppose if everything goes well this year, I will get another increase next year."

"While this is all to the good, and I suppose I ought to be satisfied if the company is, still the arrangement sort of makes me feel dependent upon general conditions and the personal indulgence of the company toward me. It nullifies my initiative and aggressiveness. I know about what reward to expect, and I know it too far in advance. If general business conditions continue to be good, I know I will get my reward almost without extra effort. It is a temptation to jog along."

The Salary Problem

"If I were the only salesman the company had, I might feel that the arrangement was a special one and be spurred to extra effort by the thought that so much depended upon me. But before I went on the road my position at the home office enabled me to observe the work of every salesman and to hear the work of the men discussed. I know that sometimes a salesman is given a raise for other reasons besides an increase in business. Sometimes it is just a matter of good policy—to hold a man until a better man can be found to take his place, or because one man has lustier lungs than another and if he does not get his raise he would probably advertise it among other members of the

force and make some of them dissatisfied."

If all the salesmen were alike in selling ability, and all were the kind of salesmen that sales managers try to have, the straight salary plan would work out satisfactorily for us and every salesman would be well paid. We would then not require so much intensive sales supervision, and some companies would not require any at all.

A Complicated Line

We have on our sales force something like fifty men. Many of them sell several lines while others confine their efforts to one or two classes of products. Our lines include builders' hardware, padlocks, night latches, door closers, bank locks, specialties, chain hoists, industrial trucks, and so forth. A sales manager at the home office has charge of each of these groups. The United States is divided into twenty-seven territories. All of our salesmen are supervised and directed from the home office at Stamford.

We have succeeded in building up a sales force that is unusual for three things, (1) the individual salesman is a high grade man in every sense, (2) a large number of our men have been with us for a great many years, and (3) our sys-

tem of compensation offers opportunities to the men for making commission in addition to a regular salary.

Up to 1915 our salesmen were paid on a straight salary basis. Beginning with that year we changed to salary and commission. This is how we did it:

We took the sales for each of our territories, by classes of goods, for the years of 1911, 1912, 1913 and 1914, adding five per cent to each year for a natural increase. Dividing the total of these years by four, we obtained an average which we used as a base for computing each salesman's compensation.

To make figuring easy, suppose the average year's business for a territory was \$50,000 and the salesman's salary for 1914 was \$3,000. At this ratio his compensation would amount to six per cent of his sales. For sales made in excess of \$50,000 in 1915 therefore, his commission would be six per cent on the excess sales. That is to say, if his sales for the year amounted to \$75,000 his compensation would be—salary \$3,000, commission of six per cent on \$25,000 of excess business, \$1,500; total earnings for the year \$4,500.

Many Different Rates

In other words, the rate of commission paid on sales over the base amount might vary in the case of every salesman, depending upon the sales of his territory and his salary, which in turn is influenced by the particular man, his length of service with the company, the lines of merchandise he sells and the nature of his trade. In the case of the salesman referred to in the preceding paragraph, his rate of compensation is six per cent. Another man's might be two and one-half per cent; another's four per cent, and so on. The rate of commission differs for nearly every man. Thus our method of compensation is fitted to the individual and the territory.

When a new man is engaged we tell him clearly that the company expects him to increase the sales of his territory year by year and that as a matter of fact we would not consider a salesman to be giving satisfactory service unless he did increase his sales each year. That sort of a proposition is one that appeals to the right kind of men.

Our present plan of compensating

salesmen on the basis of salary and commission works out with satisfaction to the company and the salesmen. The scheme assures the salesman a definite salary for his year's work, and in every case the salary is a good salary and fits the man. But in addition to the salary, the man is paid a commission for sales made in

and frequently are not in a frame of mind to take kindly to the suggestions and instructions from the home office, with the result that many well laid plans formulated in the head office do not work out as well as was expected. On the straight salary plan, the salesman is not so keenly interested in the success of the company's plans, and in the words of many humans in these days, "He should worry." He gets his salary anyhow. It must be remembered that it is easier for a sales manager to issue instructions and make suggestions than for the individual man on the road to go out and put them into effect.

We have found since adopting our salary and commission plan, the salesman is much interested in putting new methods into effect, and in doing more effective work, because he personally is going to cash in if the plans and the work results in an increase in the volume of business done.

No Guesswork Here

Under the straight salary arrangement the salesman is promised more pay if the business is increased, but the company almost invariably reserves the right to decide how much the increase in business must be, and how much the raise in salary is to be. The figures are always indefinite for the salesman, and he works more or less in the dark, hoping for the best, and often getting less than he thinks is fair.

Under such conditions a salesman's raise in salary is often postponed because of general business having been not as satisfactory as expected, and he is told that no salaries are being increased at that time and he must wait for better times, when at the same time he may have done a good business on his territory, and may have increased his volume and built for the future in a way that would result in still better business for several years even though he left the company's employ.

To put a man's compensation on a definite basis, I believe he should be told what a normal year's volume is, or how much will be expected of him to earn his salary, and how much additional compensation will be paid him if he increases that amount. The salesman can then determine his "raises" himself, and the

(Continued on page 193)

Are Your Directors Sold on Advertising?

Do you anticipate any difficulty in getting an increased advertising appropriation for 1924? Are there on your board of directors a few men who "don't believe in advertising"—who might combat your plan to extend your advertising program?

The publishers of *SALES MANAGEMENT* will be glad to cooperate with you in convincing these directors *before the annual meeting* that advertising is a vital selling force and that properly used it is a tremendous factor in increasing volume, reducing sales resistance, creating prestige and insuring the future.

To that end we have reprinted in booklet form the series of articles by Edward Mott Woolley which recently appeared in *SALES MANAGEMENT*. These articles cited a number of concerns who had advertised with limited cash and grown.

These articles are not only well told stories of business accomplishment, by a writer of national reputation, but they present very definite evidence that a judicious investment in advertising can help any business no matter what its problems may be.

excess of the amount upon which his salary is arrived at. And there is no limit to the commission he may earn.

Under the straight salary plan it has been my experience that salesmen are apt to rock along year after year without making any real progress, because there is no incentive for them to do the unusual things that build up their territories and expand the business. The salesman under this plan expects a raise in salary every year or two, and if he does not get it, he leaves or stays on in a much disgruntled frame of mind.

Salesmen have a great many annoying and uncomfortable conditions to contend with on the road,

The Buyer Who Tries to "Kid" You Out of the Order

When Your Prospect Thinks He is a Second George Cohan
Some of These Tested Plans May Jolt Him Into Action

By John M. Garth

"DO I know anything about the buyer who 'kids' you out of business—the fellow who falls on your neck and welcomes you like a returning hero, and just 'yesses' you out the door? Ask me something easy! Does Lloyd George know anything about the Irish? Does Harry Lauder know anything about saving money? Does Babe Ruth know anything about home runs?"

That's the explosion hurled at me by a sales manager friend of mine when I asked him if he had ever crossed swords with the buyer who tries to "kid" you out of an order.

Do You Know These Buyers?

"Well, I've had just as much experience with these 'Yes!-we-have-no-orders-today-buyers' as Peggy Joyce has had with husbands and newspaper photographers," he continued, unable to contain himself.

"I can lock horns with the old grouch and come out hitting on at least five cylinders; the blustering buyer who won't see you has long since ceased to send cold shivers down my spine; the man who claims my price is too high can usually be made to listen to reason, but when it comes to these near-comedians, who store up small time jokes to pull on us poor salesmen—well, I just throw up my hands—at least I did until I found one plan that has helped me.

"These buyers who try to change a serious sales canvass into a Mr. Gallagher and Mr. Shean turn, cost me bushels of orders until I learned to scare them out of seven years' growth. I remember one fellow—member of all the clubs, Rotary, Civic, Chamber of Commerce—was chief hat passer for the town band, chairman of the entertainment committee at the Country Club, led the community singing during fair week and wrote all the booster booklets

for the Young Men's Business League. Yet, with all his outside activities, he had a prosperous business, being the junior partner in a small chair factory.

"I had been trying for years to sell him varnish. Each time he kidded me along, and told me to come in and see him next time I was in town. If I happened to have on a fairly new looking suit or hat, he told me I looked so prosperous that he knew my prices must be high. If I talked quality he laughed, and said every other salesman told him the same thing. No matter what I said he refused to take me seriously. One day I called and found him more or less serious. One of his three salesmen had written in and broken the news that the buyer for a big department store had bawled him out and given a check for his account, and told him never to call again. He was wondering why this customer, who was one of his best, had stopped buying.

He Found the Trouble

"I made up my mind to find out. On my next trip to this town, which happened to be in my territory, I called on this buyer and learned that the store had been forced to pay for a customer's dress, which had been ruined by the cheap varnish on one of the chairs from my friend's factory. I bought the chair, which had been returned, and had it shipped to this town. When I called on my friend I walked in as serious as a negro preacher denouncing crap-shooters.

"Say, I've found out why so-and-so stopped buying. Come out here on the sidewalk and I'll show you." And with that I took him out on the sidewalk and showed him the chair. Still visible were the prints from the lady's dress, and considerable fuzz which had stuck to the chair seat when she tried to get up.

"There's the answer. Poor finish.

Now that buyer is as mad as a wet hen. He had to pay for the dress that was ruined. Can you blame him for being chilly when your salesman called?"

"Then I explained how he could prevent a recurrence of this trouble—the solution, of course, being connected with the use of my varnish. He was profuse in his thanks, and when I left I had the order I had been seeking for several years.

Jolt the "Smart Guys"

"The musical comedy buyers must be given a touch of tragedy to pull them down from the clouds. You must do something to make them feel a direct loss without your product. I have used variations of this plan half a dozen times this year, each time with success. I remember one merchant laughed at every sales argument I put up, until I landed the contract for the paint and varnish for a new school building, and threatened to fill it from our branch office stock and give his profit to the school board. He forgot his 'wise cracks' then and placed a real order with me, and has since saved his Cohanesque jokes for some other salesman."

Realizing that all of us can't find damaged chairs, or land school contracts to make these funny buyers come down to earth, I called on another sales manager who has a reputation for being one of the best "closers" in his organization. This sales manager is one of those men who loves to sell, and attained his position through his ability to get orders the average salesman labels hopeless.

"There are two kinds of buyers who think they are jokesmiths," he explained. "One is the village cut-up type. He is usually egotistical to the 'nth' degree. His friends laugh at him and ask him to tell 'that one about the Irishman and the Jew' on every occasion. He

labors under the delusion that he is a born story teller, as well as a clever business man. Then there is the other type of fellow who is just naturally bound to see the funny side of everything. Usually he is one of those dry wits, full of genuine humor and so sarcastic that his wit cuts like a knife, yet gives you no opportunity to get mad.

"The first type of fellow is usually susceptible to flattery. I recall one of these fellows who was purchasing agent and office manager for a medium-sized manufacturer of automobile accessories. I always suspected that he was born to be a sissy, and had realized it and tried to make himself a regular gosh-darn-it. Yet his natural stinginess prevented him from becoming much of a factor in the gay night life of his city. He longed for a chance to get his name in the papers and be referred to as a 'well-known man about town,' or 'one of the city's most eligible young bachelors.' He was neither, and had little chance of attaining his ambition.

He Couldn't Be Serious

"I had been trying to sell a billing machine for several months, each call resulting in a failure due to his kidding. Finally, I determined to put him on the defensive. One of my customers was president of one of the largest manufacturing enterprises in town. This man was really a big man, yet he had the knack of doing a vast amount of detail work which kept him in close touch with every phase of his business. I obtained his permission to let me bring over my 'wise cracking' friend to inspect his system. Then I called on my prospect.

"Mr. Arkeller and myself were talking about billing machines recently and I mentioned that you were considering one of my machines, but that I had been unable to show you where you could save money. He suggested that he would be mighty glad to show you how it has worked out for them, if you ever have time to come over. I explained, 'Of course we both realize that you are busy, but you might pick up some ideas from talking to him.'

"He leaped at the chance to meet this president in his own office. He really couldn't get over there quick enough. It all worked out just as I thought it would. My young friend

committed himself. Said he would install our system immediately. After he had told that to the president I just let him think I took him dead seriously. He had a terrible time selling his boss on the idea of spending the money, but he put it over in a few weeks and I got the order.

"The second type of fellow, the genuinely humorous and whimsical bird who is so often a good business man, usually buys because he likes you. Regardless of his sentiment he usually makes money, but senti-

prospects were waiting to see what he would do.

"Finally, I went to him with tears in my eyes—not actually, but I was sincere enough to cry, and everything I said to him was sincere. I explained the situation I was up against, and stressed the fact that it was his duty to buy one of these tractors just to test it out and learn whether it was all I claimed for it. 'You can afford to take a chance—some of your friends can't. If you buy this tractor, and it isn't all that I claim, you won't miss the money—if it is as good as I claim you'll be money ahead, and your friends will thank you for putting them next to a good proposition.'

A Bond Salesman's Plan

"This line of reasoning made him think. It was perhaps my sincerity that obtained the order, but it made a friend of him and in less than a year he was responsible for a number of orders which were placed with me by his friends."

A bond salesman told me this story, which he says has been used on a number of men who refused to take life seriously—who are spendthrifts, and usually known as the poorest prospects for investment securities.

"I had on my list a man whose earnings ran well above \$7,500 a year. He was married and had no children. Every time I called he kidded me about how poor he was. He seemed to think it an honor to be broke, and when the telephone rang he would say, 'Somebody else wanting money, I suppose.' I knew he could save at least \$2,500 a year if he once got started.

"He always laughed when I told him of the dire results from not saving money. Tales about widow women at the wash bench, fifteen-year-old fatherless children having to go to work, and that type of appeal never seemed to touch him, except humorously.

"One day I walked into his office and said, 'Mr. Wilman, three years ago Bill Lambie astonished his friends by marrying a wallflower. His friends always claimed that Bill had the prettiest girls in town, and that he kept them interested by spending more money on them than any other boy in his set. He was making a little better than four

(Continued on page 226)

Has the Advertising Business Anything to Conceal?

A Reply to the Critics of the Bok Advertising Award

By Cheltenham Bold

ONE of our leading advertising journals has lately been engaged in viewing with alarm certain features, accompanying the announcement by Mr. Edward Bok, of a series of annual prizes for meritorious work in the advertising field. A large number of letters have been printed, from various and sundry members of the fraternity, reflecting with more or less unanimity the opinion that in presuming to estimate the total annual expenditure for advertising, Mr. Bok has committed a serious offense. His munificent offer, not merely of a series of prizes, but of public recognition for advertising as a profession of some intrinsic dignity, appears to have been lost sight of; and discussion of the subject has mainly been devoted to the spectres and bogies which were certainly going to get the advertising business if it followed the policy which it steadfastly recommends to everybody else. In place of the grateful appreciation which he doubtless expected—and had every right to expect—the eminent publicist has been soundly berated on the ground that his figures were not accurate, and that the publication of any such figures constituted a serious menace to the advertising industry. Publicity is the sover-

ign remedy for the steel industry, the packing industry, the rubber industry, and so following. But for the advertising industry—oh dear, no! Let the public once find out how rich and prosperous we are, and calamity is sure to follow.

Maybe so. Perhaps advertising really is the only business under the sun which cannot survive the daylight, and which must on no account

venture out of the cave of secrecy. Perhaps it is the one enterprise which can base its safety upon mere denial of the rumors which curiosity or malice may invent, and when asked for the facts content itself with a refusal to testify. Perhaps it is the one grand exception to all the truths expressed in its own doctrine. But I take the liberty to doubt it. It is a sad thing, of course, to disagree with so many of my eminent colleagues, but I still hold to the old-fashioned doctrine that "sauce for the goose is a fairly good dressing for ganders," and that those who pose as evangelists should follow their own teaching.

We are told that Mr. Bok's figures are inaccurate. Granted. We are told that, as a matter of fact, they are mere "guesses." Granted again. We are further told that "one man's guess is as good as another's." Bosh! That isn't true, and you know it isn't.

An estimate based upon sound judgment, long experience, and ready access to statistical records is worth several reams of guesses based upon nothing more than the desire to support some theory or other. What is the matter with Mr. Bok's figures, anyway? Are they too high? Are they too low? And answer comes there none, except the grand and swelling chorus,



WHO IS THIS MYSTERIOUS "CHELTENHAM BOLD"?

"Cheltenham Bold" is among this crowd of New Yorkers who daily swarm the sidewalks at 42nd Street and Fifth Avenue during the luncheon hour. Can you pick him out of the crowd?

"We don't know and nobody knows." If that is the case, it seems slightly inconsistent to accuse Mr. Bok of inaccuracy, when you haven't a shred of evidence to prove that he may not be right about it.

The great to-do and tow-wow is raised, however, not over the accuracy of Mr. Bok's estimate, but over the fact that any figures were allowed to escape at all. The hobgoblin of a tax on advertising is dangled before our affrighted eyes. There are wild-eyed radicals in Congress, we are told, who will seize upon these figures with shrieks of horrid glee, and promptly embark upon a blood-drinking debauch with advertising as the source of supply. A banshee is raised to the effect that the dear public will immediately associate these figures with the high cost of hair tonic and shaving soap, and straightway set up a deafening roar for unadvertised products. The public confidence in advertising, we are assured, is likely to be seriously undermined by the discovery that large sums of money are spent for it, this being something, of course, which the public has never suspected until now. And, in addition, a whole gallery of minor evil spirits are invoked in the form of "attacks on advertising."

A False Alarm

These figures will merely serve, it is said, to inspire and encourage those who write books and make speeches, and emit propaganda of one sort or another for the purpose of discrediting advertising. In a word, we are assured that the only safe course for the advertising business is to crawl into a deep, dark hole, and pull the hole in after it.

But somehow or other, I fail to find any of these spectres very convincing. Perhaps it is because I have met with them so often. I don't suppose there is a single industry that hasn't at some time or another felt its hair standing on end and its teeth chattering at the thought of publicity. "If we tell how big and prosperous we are, we'll be taxed by the demagogues, and the muck-rakers will have our hides on the back fence." I have run into these arguments time and time again, and time and time again have seen them proved nothing but idle fears. The answer is, of course, "If you don't tell, the demagogue will produce the figures out of his

own imagination, and your own silence is the muck-raker's best opportunity." The advertising business may be an exception, but I am inclined to doubt it.

It is furthermore my opinion that the publication of any number of "estimates," however wild and inaccurate, would not do half as much damage to advertising as is done by the publication of all this "hush" talk, which sounds suspiciously like a rattling of bones in the advertising closet. All of this desperate insistence upon silence looks to the

how the publication of Mr. Bok's figures could give any material aid and comfort to those who could invent plenty of figures for themselves which, by our own admission, we are in no position to disprove or dispute. Indeed, I think one of the very best aids to the demagogic pro-motor of an advertising tax would be this emphatic insistence upon our own ignorance, and our determination to preserve it at all costs. Recent promulgations along this line would make choice reading at a legislative hearing where the advertising industry happened to be on the defensive against proposed taxation.

Too Much Criticism

In conclusion, I for one do not believe that the advertising industry has anything which it needs to conceal from public knowledge, and it makes me slightly wrathy when somebody suggests that it has. I do not believe that it has anything to fear from a square and honest and open statement of the facts, or from intelligent estimates based upon such facts as happen to be available. This shrieking for silence on the subject is, in my opinion, too much like the attitude of the ostrich who sticks his noble head in the sand and provides a better target than ever for the hunter. Furthermore, I honestly believe that the advertising industry ought to have accepted Mr. Bok's donation a little more graciously, and less in the spirit of carping criticism.

Several of the larger tire companies have announced price reductions on straight side passenger car casings and tubes.

Two of the leading organizations of the American sales force of the National Cash Register Company were pitted against each other in a sales contest for the month of October. The Chicago and Los Angeles offices are battling for supremacy. To add interest to the contest the Chicago office has put up an enormous quota board representing an automobile race track. Each salesman is given a car and it is advanced from day to day according to the number of points his sales indicate. At the middle of the month the Los Angeles office was ahead, but Chicago men were firmly convinced that the quota they set would leave Los Angeles behind at the end of the month.

Previous Articles by Cheltenham Bold

"Is Your Advertising Destined to Be Skipped or Read?"

June, 1923

"Sales Managers Should Demand Better Knowledge of Mediums"

July, 1923

"Some Remarks on the Subject of Price Cutting"

August, 1923

"I Beg Your Pardon Mr. King—But!"

September, 1923

man on the outside very much as though the advertising industry had something it was intensely desirous of concealing.

All of this yelping about dangers that threaten is merely suggestive of an Ethiopian gentleman in the firewood. It is no service to the advertising industry to assert that it cannot afford to lay its cards face up on the table. 'Tis a poor way to preserve public confidence by declaring that we are desperately afraid of losing it.

A tax on advertising is doubtless a possibility, though I think it a very remote one. In principle there is no more justification for a tax on advertising than there is for a tax on any other special tool or instrumentality which a man uses in his business. Furthermore, as you may have noticed, legislators are human, and the demagogue does not ordinarily embrace with much fervor measures which are certain to prove unpopular with the newspapers and periodicals to which he looks for support.

In any event, it is difficult to see

How a Sales Manager Can Make Himself More Valuable to the Business

An Interview by a Member of the Dartnell Editorial Staff with

Adrian D. Joyce

President, The Glidden Company, Cleveland

"You lay too much stress on the faults of the salesman and how to overcome them. If you stop to analyze the situation most of the salesman's shortcomings can be traced right back to the sales manager himself. Tell us how sales managers can help themselves—we're not perfect," wrote a subscriber recently. *To answer this subscriber we sent a man to Cleveland to interview Mr. Joyce whose experience covers the whole gamut of sales work—salesman, district manager, branch manager, director of sales and president of one of the largest organizations in the paint and varnish industry. This article is the result of the interview.*

ALTHOUGH against our general policy it is sometimes necessary for me to go outside our organization to hire a sales manager," said Adrian D. Joyce, president of the Glidden Company, to me recently in Cleveland. "One of the first things I want to know about the prospective sales manager I am considering is whether or not he has the trading instinct.

"Now suppose this man asks for seven or eight thousand dollars a year salary. And I ask him how long he has been earning more than five thousand dollars a year. All too often he has been earning better than five thousand and has saved practically nothing.

The Trading Instinct

"That's the sort of man we don't want. Sales managers must have above all else the trading instinct that enables them to see the profit in a deal. Now if a man hasn't enough of this trading instinct to manage his own affairs, how can we expect him to successfully manage the more complicated affairs of our business?

"You know salesmen are the life blood of any business. Factories, materials, money come easily when compared with the difficulties in building a real sales organization. We hear sales managers complaining that they can't get their men to do this or sell that. I have been wondering if it isn't the fault of the sales manager more than it is the fault of the men.

"If the sales manager has this trading instinct he is going to look ahead, he is going to figure out for himself what his men ought to be

selling, and he is going to know enough about human nature to get his men to do that which is necessary to do to show a profit. This

fiscal year. In this letter he called attention to the fact that sales of Glidden products had been greater during the past year than during any other year since the organization of the vast Glidden consolidation. But he pointed out that it was time to plan for greater sales during the coming year, and to plan for a bigger November and December.

"Now I have a whole sheaf of answers from the thinking sales managers. Some of them made suggestions and asked for advice. Others told what they were doing and intended to do. But some of them—the ones who don't think—I suppose have merely filed that letter away, and will go on in their regular routine way.

Too Much Detail Work

"That's one of the big faults I see in sales managers. They are tied down with routine. They have a certain set method of doing things, and go on and on doing the same thing in the same way. When it doesn't get the results they think it should, they just wonder why, instead of trying something new. They haven't the initiative to adapt themselves to new problems and changed conditions.

"I'll show you how that works out. Not very long ago we heard that a prominent automobile manufacturer was building a big plant in a certain big city where we had a paint factory. I told this manufacturer that if he would give us the varnish business of this plant we would erect a varnish plant to take care of his requirements. He agreed to give us this business and we went ahead and invested some



Adrian D. Joyce

reminds me of a letter I just sent out to our sales managers recently."

Mr. Joyce pressed a button and asked his secretary to bring him the file of letters that he had been writing to all the sales managers of the various Glidden manufacturing units scattered from New Orleans to Toronto and from Cleveland to San Francisco. He picked out a letter he had written at the end of the last

twenty-five or thirty thousand dollars in a varnish plant. The sales manager at that point was unable to grasp the opportunity we offered him. He would have to do more business than he had ever done before. He was unable to lift his mind out of the rut far enough to handle this increased volume of business. We had to transfer him to a smaller territory and place a younger man in his former position, simply because of his lack of mental agility, which would enable him to think in bigger terms. He was in a mental rut, and had gone stale.

"Some of our sales managers seem to think that it is a mistake to supervise salesmen too closely, claiming that it interferes with their work—that it prevents them from using their own judgment and working as they best see fit. Now I am convinced that many salesmen don't know when they are doing the best work for the house. They may not be selling the right products at the right time. They may not be selling the items that carry the largest profits. Those are the things the sales manager ought to teach his men.

"Now we send all our sales managers reports that show what they are selling and the profits they are making. It happens sometimes that sales managers will lose track of the law of diminishing returns. When they do, our reports will show the loss of profits which results, but in spite of these reports some of the sales managers will continue to drive for more volume on certain lines. To boost volume they make price concessions, forgetting that in this business volume is not always the answer to profits. The sales manager who is most valuable to his house is the man who knows these things.

A Flexible Organization

"It all gets back to the question of whether or not he has the trading instinct—if he has, he is going to know which lines to push for volume, and which lines to sell for profits. If he knows his men he will be able to get them to sell the lines he wants sold."

The Glidden industries are so large, so ramified and far flung, that I was anxious to see some sort of a chart or picture that would give me an adequate idea of the organization, so I asked Mr. Joyce if he had any

chart of that kind showing the various units of the organization and the duties of the various sales managers in charge of the different factories.

"It is our aim to have a flexible organization. In other words, we try to make the organization fit the men, not lay out a rigid plan of organization and then try to fit men into it. You know some sales managers have one-track minds. They are unable to sell more than one thing at a time. Some of them will be wonders at selling railroad and industrial business, while others will neglect this field and devote their energies to the lines which are sold over the retail counter. To make up for these deficiencies we have, at various factories, sales managers who specialize in products or certain classes of trade. In one of our divisions we have a sales manager for Ripolin, an enamel paint which we sell. In other districts the regular organization handles this product satisfactorily. For that reason we have no charts which rigidly outline the duties of the various units of our organization."

How Authority Is Delegated

Mr. Joyce believes in giving men in charge of the various Glidden units authority and plenty of it. He puts it up to them to make money and does not hamper them with detailed supervision which might kill their initiative. As an illustration of his methods, let me cite the case of one of his branch managers who recently applied for permission to purchase the season's requirements of rosin. This man had been reading one of the predictions of a well known business forecaster, who advised immediate purchase of rosin. Mr. Joyce told him to go ahead and buy. "You feel that it is a good buy, and you had better buy if you feel that way about it. However, we are not going to buy ours now," said Joyce in his conversation with his branch manager. Two weeks later rosin touched the lowest point of the year, but even though he personally felt that it was not the time to buy rosin, Mr. Joyce refused to interfere with this man's plan of operation. He wanted him to run his part of the business according to his own ideas.

Recalling this incident brought up the subject of business forecasts. Mr. Joyce said, "I am beginning to think that the country is suffering

from too much forecasting. Sales managers read that business is going to be good or bad and resign themselves to the fate that is forecasted by the business "chartist," instead of going ahead and driving for business. Suppose we all were governed by these forecasts. When one of the eminent forecasters advised buying a commodity everyone would rush in and buy. The result would be higher prices. If he advised not to buy and no one bought, the price would automatically be lowered. In my opinion it is a mistake to follow these forecasts. I tell my sales managers to try to read papers that will give them the trend in steel and iron, cotton, grain, wool and the general financial conditions and make their own forecasts."

I noticed in Mr. Joyce's office a rack which contained dozens of business magazines from all fields. I asked him if he read all these publications.

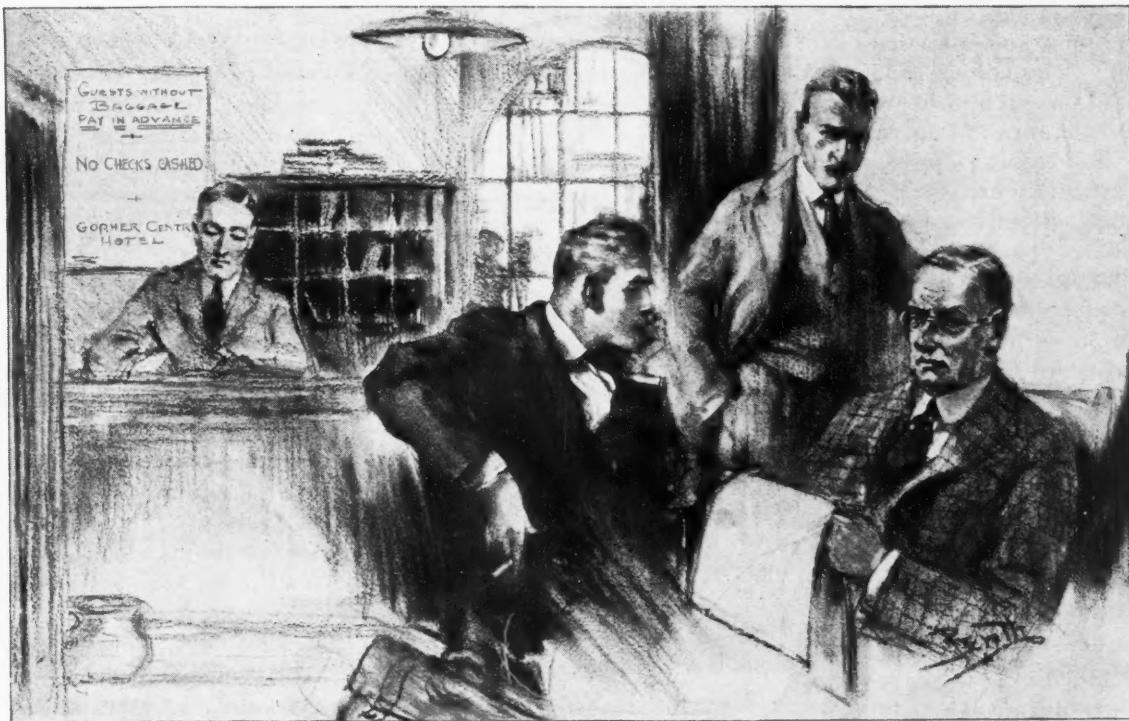
"I don't have the time to read them all, but my secretary reads them and marks the items in which I will probably be interested. In this way I keep in touch with business with a minimum expenditure of time," explained Mr. Joyce.

He Makes Quick Decisions

"Mr. Joyce is not a man to be tied down with a lot of detail work," remarked one of his associates who has been associated with him since the days he was a traveling salesman and branch manager for one of the large paint companies. "I remember when he bought his home. It was some years ago, and to me it seemed like an enormous sum when I heard the price he paid. When he went out to look at the home there was some difficulty in obtaining permission to go inside and look at the interior. He walked around the property once or twice, looked at it carefully from the outside and decided to buy it without further investigation. That's typical of the way he does business. He saw the house was a bargain, and was not interested in minor details. Today the property is worth probably three times what he paid for it."

That incident is perhaps typical of the way he manages the vast Glidden properties. He gets the fundamental facts, and makes his decisions without hesitation.

But when he finds that others can
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Those pepful and punchful messages of good cheer ring about as true as a cracked cowbell

The Receiver Comments on Sales Bulletins and Other Things

By John P. Wilder

"**S**PEAKING of the fiftieth anniversary of the typewriter," said the receiver as he carefully selected a pantella of exactly the proper shade, "did you ever consider that an irresponsible bird with one of those things can do more damage to a business than a general strike, or a boiler explosion?"

I saw that a story was forthcoming, and waited until the pantella got its momentum.

"A general strike," he continued when that was accomplished, "can be settled in one way or another. A boiler explosion can be largely offset by insurance. You can put a clause in your contracts to the effect that 'we are not responsible for delays caused by,' etc. But the handiwork of the ballyhoo artist on the typewriter is something that no clause or proviso can correct, and no insurance policy can be broad enough to cover it."

"No doubt I look at the matter from a prejudiced point of view but, honestly, it gets my official goat to see how often a perfectly good busi-

ness is steered into shoal water merely because some blah-blah boy is given the opportunity to play with mental dynamite. He may be the boss of the whole works, or merely some supernumerary with a gift for 'langwich.' That makes no difference, so long as his stuff goes out in the name of the house, and is accepted as coming from the house. Many concerns I know of ought to have a special letterhead, reading, 'The following is merely an attempt at self-expression, and the company is not responsible for anything the writer may say.'

"A lot of concerns, which are wondering right now why business isn't better, might profitably take a good long look into their correspondence files. A lot of sales managers, who are wondering just why Jim quit, or Harry is off his feed, might take a set of recent sales bulletins and ginger letters into some retired and peaceful spot and ponder thereon. I have done just that in a sizable number of cases, and doubtless shall again."

"As I said before, I may be prejudiced, because I am officially dealing with a lot of lame ducks. But I don't deal with lame ducks exclusively in my private affairs, and I am continually running into the same sort of thing there. I mean the concern which is spending large gobs of money in advertising, for the purpose of building up goodwill and assisting its own salesmen, and then turns over the job of preserving and protecting this goodwill to some tiddleywink of a word-charmer at two thousand a year. I mean the concern which takes infinite pains to get a sales force composed of gentlemen with some dignity and force of character, and then allows them to be regularly insulted by some smart-aleck who hasn't dried out behind the ears."

"I could name a lot of concerns—some very prominent—which are afflicted with this form of astigmatism. 'Good-will is the most valuable thing we own' they proclaim on all occasions, and they think they believe it. They take so much pains

with their advertising copy that they have to appoint a sub-committee on commas and semi-colons, and the agency has to submit copy six months in advance to give the powerful minds time to pass judgment on it. But when they get a chance to deal directly with one of the individuals who go to make up this structure of good-will they are orating about, what do they do? They insult his intelligence with a mush of insincerity, or tell him to go to hell with the polite formula, 'We regret that our system will not permit—'

"The very highest type of advertising counsel and the most meticulous pains are required when dealing with customers in the mass—but individual customers with a complaint or a request, which they think is legitimate, are handed over to the tender mercies of any Bill or Jake who can pound a typewriter or fill a wax cylinder with platitudes. The advertising copy, which is addressed to anybody who may happen to read it, gets the attention of pretty nearly everybody in the shop whose opinion is worth having; while the letter that is addressed to a particular somebody, who is sure to read it, gets the attention of nobody except Minnie, the stenographer, and not any too much of that. 'The most valuable thing we own' is entrusted to some yap who may be suffering from an excess of bunny-hugging, or wondering how he is going to meet the next installment on the bedroom set. If any other species of the company's property was treated as carelessly as that, somebody would get a through ticket to the coop or the nut factory.

Second-Hand Sales Ideas

"Similarly, a lot of concerns do considerable bragging about their methods of training salesmen, and nearly shed tears over the precious 'loyalty to the house' which inspires the breast of each individual. That, according to the advance notices, is a pearl beyond price, a gem of purest ray serene, worth any sacrifice on the part of the benevolent officers of the company. And you can take it from me that some of these concerns are running neck and neck for first prize in the art of training efficient salesmen—for somebody else. The annual turnover in the sales force is something

fierce, and they 'can't understand it.' About semi-annually somebody throws a fit over it, and there is a 'serious investigation.'

"Mighty seldom, however, does it lead to anything more than a disquisition on the ingratitude of mankind in general and of salesmen in particular. The trail leads straight to the fair-haired lad with the typewriter who shoots out those pepful and punchful messages of good cheer which ring about as true as a cracked cowbell when read on a rainy morning in Bingville, just as Sloptilda, the waitress, brings on the moth-eaten eggs. The trail is plain enough in all conscience, but instead of a silencer they give our pepful friend another dose of monkey-juice, and try to offset the trouble by a lot more of the same.

Nagging Is Not "Inspiration"

"Just why is it that the task of inspiring enthusiasm and creating loyalty in a sales force is so often regarded as anybody's job who can spout so many words per minute? There isn't a more delicate job in the works, or a more important one, yet it is an exceptional concern which regards the editing of a sales bulletin, or the writing of inspirational letters, as anything more than a subordinate position, to be filled by the first tyro who betrays a knowledge of a forceful vocabulary and familiarity with Bartlett's 'Familiar Quotations.' Men who have grown gray through years of practical selling experience are lectured like schoolboys by some pop-eyed youngster who never sold a nickel's worth of anything. Men who know their goods and their territory thoroughly are nagged with injunctions to 'get busy,' and served with phoney or second-hand 'selling ideas' by somebody whose sole equipment consists of hearsay and a back file of some business publications. Men with some depth of culture, who have attained to something like a settled philosophy of life, are treated to a course of sermonizing adapted to the mentality of a ten-year-old child. Do you wonder that they sometimes rebel against this species of nettle-rash? I don't.

"Don't get the idea that I am 'agin' sales bulletins, and other means to the same end. I am heartily in favor of them. I don't

object, either, to preachers on the subject of loyalty and enthusiasm, if they really have anything to say. But I do object most vigorously to the pestiferous nagging that often passes for encouragement, and to the sickening slop that is sometimes laded out under the guise of 'inspiration.'

Real Ideas Cost Money

"What I do say is this: That if the good-will of the public, and the loyalty and enthusiasm of the sales force, are such precious commodities as most of us claim they are, they are too valuable to be handed over to Hotfoot Harry or our old friend Platitudinous Pete. People are human after all—and salesmen are people, though you may not believe it. And while the salesman on the road can—and does—discount the guff and disregard the hogwash as best he may, it produces a steady irritation. It is like the itching of a mosquito bite at a symphony concert. He tells himself that it doesn't amount to anything, and he can rise above it. In some cases he can, depending upon his temperament. But the fact remains that he is uncomfortable, and his work is bound to suffer somewhere. The more seriously he takes it, the more likely he is to worry about his job, and to spend part of his time casting about for another one.

"I wish I could get business men to see the advisability of cutting out this guff and hogwash, and substituting real ideas in the place of it. Real ideas cost money, because they only come as a rule from experience. You can very seldom get for two thousand a year a man who is capable of instructing and inspiring other men. A man of that caliber might be cheap at ten thousand a year, while the bully boy with the typewriter is a liability if he works for nothing."

Republic Rubber Company Eliminates Branches

The Republic Rubber Company recently announced a change in sales policy which virtually eliminates all branches. In the future their sales will be handled through certified dealers. Warehouses will be maintained at strategic points throughout the country to provide the requirements of Republic dealers.



The present tendency to increase sales efforts and hire more salesmen is bringing many sales managers face-to-face with the problem of working two men where one worked before

When and How To Cut a Territory

By a National Sales Manager

Reports from Detroit indicate that the Burroughs Adding Machine Company is increasing its sales force from 1,300 to 1,600 men; the many calls for more salesmen prove that other organizations are following the same policy on a smaller scale. The fight for business is growing more intensive every day, and the problem of finding territories for new men is acute in some organizations. This sales manager faced the problem and solved it, and has found that it has been largely responsible for the healthy growth of his business. His method for cutting territories and keeping the men happy at the same time is told in this article.

THE many concerns who are expanding their marketing efforts at this time must face immediately, as every concern must eventually, the necessity of expanding its sales force, of putting two men where one man worked before. Every organization that is going to grow to its fullest possibilities must eventually concentrate more men in smaller territories, and as our experiences may help others I shall outline them in this article. The problem is one that vitally affects the growth of any organization.

I believe that the problems of cutting large territories into smaller and more concentrated territories cannot be done in a haphazard way, and at the same time maintain a loyal and contented sales organization. To my mind, the very first step that must be taken, when a cut in territory is planned, is to realize that cutting down a territory must

be based upon a careful and liberal estimation of what reasonable volume of business can be expected from some previously determined unit; whether that unit is the financial resources of the community, the city population, country population, number of dealers, etc. Too many organizations, within my knowledge, have arbitrarily cut territories without first taking time to make an investigation as to what volume of business they could expect from any given unit of population, or from any given number of possible prospects such as dealers in certain localities; and as a result of their arbitrary cutting of territories have found themselves, not with more men, but with old tried and true producers in their organization discontented and unhappy.

I am a firm believer in the principle of concentration of sales effort. The sales representative, who has a

far-flung territory, is always faced with the temptation of leaving a good business town—where, however, business happens to be breaking bad for the moment—and jump to some other town at the other end of his territory, wasting time and increasing expenses, when sticking in his first town would eventually bring him the business at lower cost to himself and to the house he represents.

Our organization has grown very rapidly, and early in our history we were faced with the necessity of establishing some basis upon which we would be justified in cutting territories and providing places for new men. After a great deal of consideration and study over the problem, we finally decided that the most reasonable basis upon which to organize our territory would be the following: We felt that we were perfectly justified, in view of past pro-

duction, to expect to receive one order per unit of one thousand of population in towns of five hundred or over per year. Naturally, we have, in many localities, exceeded that territorial quota by a wide margin. In other localities we have not reached it. We feel, however, that it is a very fair and liberal basis upon which to build our system of territorial expansion and concentrated sales effort.

Setting the Quotas

With this base once established, we then decide that each of our territories should contain around two hundred and fifty to three hundred thousand of city population in towns of over five hundred. This would give the opportunity to any steady, hard-working representative to procure, without any feeling that he was working all or any part of his territory clean, a minimum volume of two hundred and fifty to three hundred new orders per year. This production would bring him a very handsome income. In that our minimum territorial quota is so low, compared to what we have actually done in a large number of localities, that size territory allows great opportunity for personal growth in volume of production.

When we established that territorial quota we did not consider it a permanent arrangement that we would use forever. We realized that within a very few years we would grow up to that production and again be faced with the necessity of cutting territories, to provide places for new men, and for more concentrated sales effort. With that point in mind, we have established a sales territorial record which keeps us thoroughly informed at all times upon not only our production per man, but the volume of business we receive per unit of city population and the country.

Our sales records are made in this way. We have taken each state in the Union and divided it into units of twenty-five thousand of city population in towns of over five hundred. These units are definitely marked on maps. Every new order that comes in from our field representative is then assigned to one of these units, or blocks. The units to which the new order is assigned is the block in the territory from which the account was secured. As

these blocks consist of around twenty-five thousand of population, we therefore feel that we can very reasonably expect twenty-five accounts from each one of our blocks per year. These records are kept very carefully and accurately, so that at any time during the year we can take one of our territorial maps, which is subdivided into these smaller block units, and know exactly in what localities our representatives are taking their business.

One can very easily see how these records aid us in cutting territories. We may find that, let us say Representative A, has a territory made up of about twelve of these blocks, or around three hundred thousand of city population. He has been running, for the past two or three years, two hundred orders a year. He seems to have hit his maximum stride. An examination of our territorial records may indicate that practically all of his business was taken out of only six or eight of the twelve blocks in his territory. With these records at hand, we can, if we find it advisable and necessary, show him that he is not using a large part of his territory. These blocks, that he is not using, can then be separated from his present territory, and combined with other units, not being used by men in surrounding territories, be used to build up a new complete territory.

A Basis for Cutting Territories

These records, very naturally, many times serve us splendidly in directing the efforts of our men toward localities in which they have not obtained large business in the past, and which undoubtedly contains business for us. We feel, too, that over the long pull, they will aid us materially in establishing a new basis for cutting territories. For instance, these records may very clearly indicate that, with just a bit more effort, we can very reasonably expect two orders per thousand of population, under new business conditions, where we only expected one per thousand a few years ago.

However, this is only a system—only a statistical record. Such a system, tied up to any type of business, can be built up by any one. The real difficulty in cutting territories is when you face the problem of taking away territory from an old producer who is getting good busi-

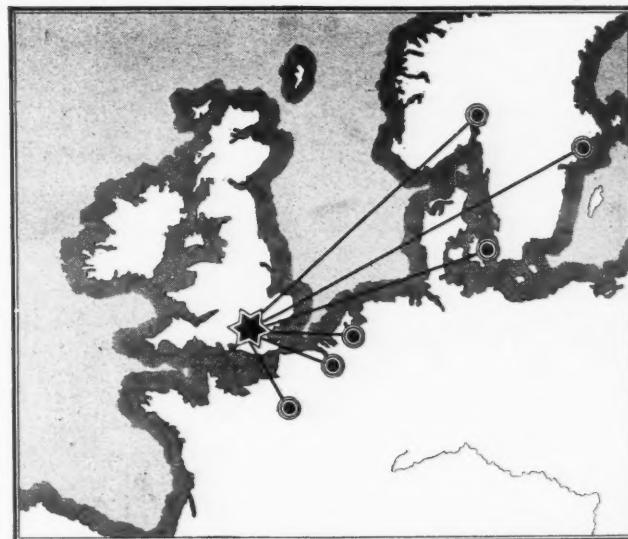
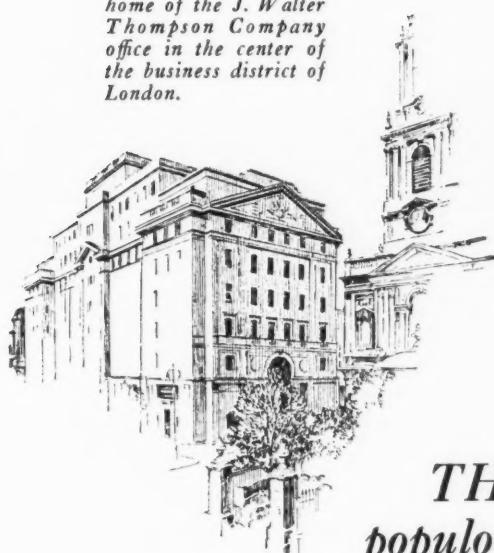
ness, but whom you feel has too much territory, and that he could still produce a large, if not larger, volume of business from a smaller territory, and at the same time make room for a new territory.

I don't know of any system—or of any absolute rule—that can be laid down that will provide for a perfect solution to that problem. It is an individual problem requiring diplomacy, tact and a thorough understanding of the individual representative involved and his own personal problems and salesmanship. To arbitrarily cut all the territories, or any percentage of them, without consultation with the representatives affected, and without thoroughly selling them on the advisability of doing so from their point of view as well as our own, would be very foolish. So we have never arbitrarily cut territories to any fixed statistical standing. We have those standards, but we do not attempt to attain them over night by arbitrary action. We attempt to attain them as rapidly as we can, and at the same time maintain the loyalty, confidence, and enthusiasm of our older men.

Why We Reduce Territories

Having these standards in mind, we cut territories under the following circumstances: First, when an older representative, who has a territory which is way above the maximum standard we have set, leaves the organization or changes his location, we take advantage of the opportunity to redivide the territory. Second, when an older representative has a large territory and shows signs of managerial and leadership ability, we sometimes convince him of the advisability of dividing his territory, thus making room for a new man and, as compensation, let him train and help the new man and give him an over-ride on the new man's business. Third, upon occasion, and whenever it is possible, without disturbing the attitude of a big producer, we will take a very small section away from him and a number of adjoining territories and thereby create a new and complete territory. Fourth, when large territories are occupied by older men, who are not living up to their percentage of the territorial quota, we will, on occasion, arbitrarily divide the territory.

Bush House—the new home of the J. Walter Thompson Company office in the center of the business district of London.



THE OLD WORLD—the most populous of all markets

*A complete service
to meet the needs of two continents*

The population of Europe today is four times that of the United States.

In the British Isles alone, smaller in area than the state of California, live over 47,000,000 people. This dense market consumes such quantities of foreign goods that its per capita imports are three times those of the United States.

Since 1919 the J. Walter Thompson Company has maintained an office in London. During this time it has participated in the establishment of many American products abroad.

To meet the needs of the increasing development of international business, the J. Walter Thompson Company has greatly expanded its European facilities.

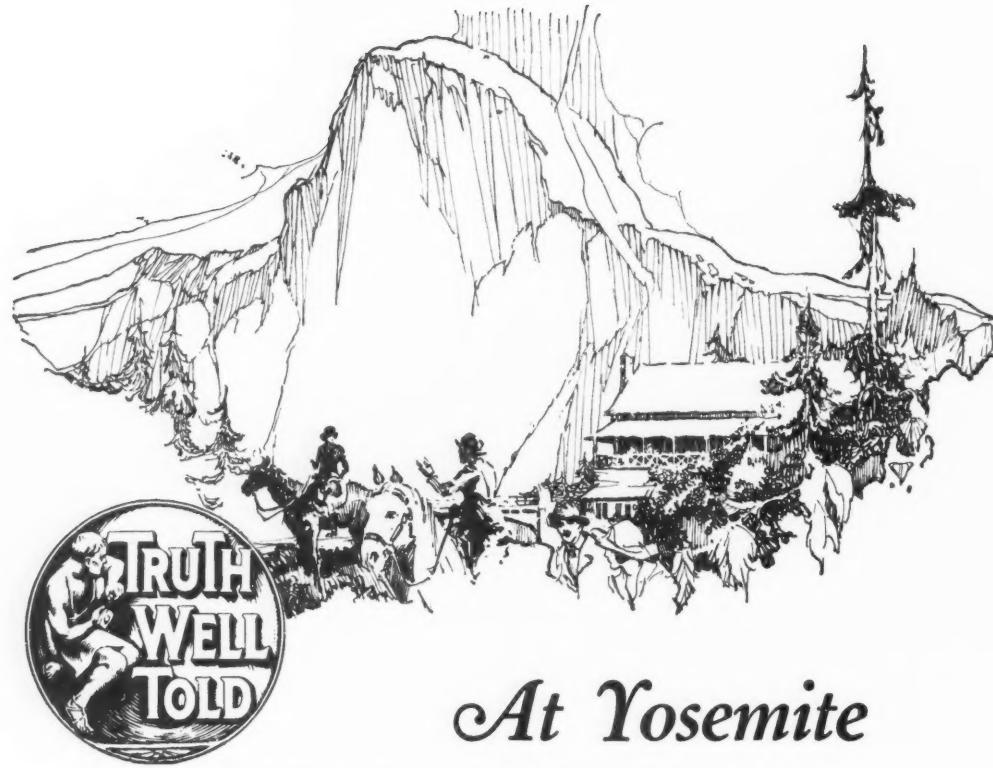
In addition to an enlarged staff in London, direct representation has been established in six of the most important continental countries, insuring minimum rates from publications and foreign language copy that is not only right in appeal but correct in native idiom.

To American manufacturers selling abroad the London Office provides a first hand contact with the selling problems of the old world.

To European manufacturers the J. Walter Thompson Company brings a broad knowledge and experience obtained through the combined efforts of its seven offices in planning and executing advertising campaigns in Europe and the Americas.

J. WALTER THOMPSON COMPANY *Advertising*

NEW YORK CHICAGO BOSTON CINCINNATI CLEVELAND
SAN FRANCISCO LONDON



At Yosemite National Park—

in California—a season of about three months has been extended to a year 'round open house, with a rapidly increasing attendance in the winter months. The average guest stays nearly twice as long as formerly.

Attendance at this National Park for ten and a half months up to August 15, 1923, was 20,000 above the entire preceding year.

This progress has been accelerated by advertising counsel and performance joined to the high-efficiency service of our client, the Yosemite National Park Company.

Effective merchandising of good products is our business. *Truth well told!*

THE H. K. McCANN COMPANY *Advertising*

NEW YORK

CLEVELAND

DENVER

SAN FRANCISCO

LOS ANGELES

TORONTO

MONTREAL

"Everybody In My Territory Has One"

Charts that Picture the Real Market for Cleaners Doubled
Sales for Eureka Vacuum Cleaner Company in Two Years

An Interview by D. G. Baird with

A. L. McCarthy

Vice-President, Eureka Vacuum Cleaner Company, Detroit

ACCORDING to published statistics on the industry, in 1920, some seventy competing concerns manufactured and sold a total of 1,024,167 electric cleaners, of which total 104,172, or ten per cent, were Eureka vacuum cleaners. In 1923, total sales of electric cleaners will be, approximately, 1,025,000, of which number 225,000, or twenty-two per cent, are Eurekas.

During the first seven months of 1923, the Edison Electric Company and the Eureka Sales Company, of Indianapolis, together sold at retail a total of 3,123 Eurekas in a market represented by 50,000 resident users of electricity; one Eureka for every sixteen wired homes, in seven months' time, in competition with eight other dealers who were hot after sales with strong retail field organizations.

The Big Factor in Selling

Yes, no doubt the Eureka is an excellent cleaner. But this alone does not fully account for a record so phenomenal. The reader will immediately infer that the Eureka has a mighty strong selling organization behind it, and he will be right. It has an exceptionally strong organization behind it and the strength of the organization is due, in no small measure, to a series of charts and pictures which A. L. McCarthy, vice-president and general manager of the company, has prepared and which he brings before every dealer, manager, and salesman, either personally or through the five district sales managers whose combined territories embrace the entire United States.

"The greatest factor in selling," Mr. McCarthy believes, "is imagination, and to develop the salesman's imagination it is necessary, literally, to 'show' him; to present facts, situations, methods, and possibilities through the medium of the eye. Psychologists tell us that we get eighty-seven per cent of our knowl-

edge through the eye, and we all know that we remember what we see much more readily than we remember what we hear.

"We have to train our dealers and their salesmen. We are compelled to maintain a large retail selling organization of our own, and we must train our salesmen. How shall we do this? By developing their imagination. In what way? By visualizing the possibilities in the electric cleaner field, the magnitude of our organization, the superiority of our product, the kind of competition the salesman must meet and overcome, the discouragements he will meet with and how he may overcome them, and the art of painting word-pictures.

"Suppose we should employ a salesman, teach him all about our product, instruct him in making the approach, overcoming objections, closing the sales and all that kind of thing and send him out to sell, then he should make ten calls and be told each time that the prospect already has a cleaner. He naturally concludes there is no market for electric cleaners, and he is ready to look for another job.

Proving That Sales Are Possible

"All right. We take Mr. Salesman, or Mr. Dealer, and first show him that there is a greater market for electric cleaners today than there was the day they were invented. Here is a chart illustrating the expansion of the potential market for electric cleaners during the twelve-year period 1910-1922, caused by the tremendous increase in resident users of electricity, who alone exceed the total sales of all electric cleaners by over one million residence meters, without considering the additional market afforded by office buildings, stores, hotels, and factories. In 1910 there were four and a half million resident users of electricity and only 25,000 cleaners had been sold. By 1922 the number

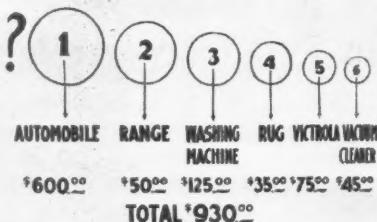
of residence meters had increased to nine and a half million and four million cleaners had been sold. Meters had increased five million, while only four million cleaners had been sold, leaving a net increase of one million meters over cleaners. In 1922 new resident meters installed numbered 1,250,000, and 745,000 cleaners were sold, leaving a net increase of meters over cleaners of 505,000 for the year. This, of course, does not take into consideration the fact that thousands of cleaners sold years ago have worn out, or become obsolete, and replaced by new ones.

Salesman Likes Big Organization

"There is a tremendous market for electric cleaners, then, and it is getting bigger every year. The salesman has something to sell and he has a market for it. Next, he wants to get with the biggest organization in the field. If he is selling oil, he is proud to say he is with the Standard Oil Company; if steel, he is proud to say he is with the United States Steel Corporation; if electric cleaners, we want to show him that he should be proud to represent the Eureka.

"Our second chart, therefore, compares Eureka sales with total sales of the electric cleaner industry, showing by authentic figures the dominating position of the Eureka. In 1920 we sold one out of every ten of the more than one million cleaners that were sold by the seventy different manufacturers; in 1921 we sold one out of every six; in 1922, one out of every five; and in 1923, one out of every four and a half. In 1921 the industry decreased forty per cent, while the Eureka sales decreased only ten per cent; in 1922 the industry increased twenty-two per cent, while the Eureka increased sixty per cent—and remember that our sixty per cent increase is a part of the total

COMPETITION



The Eureka Retail Salesman must recognize the fact that his woman home manager is one of the other things she may be longing for—other things that salesman are trying to sell her. If she can't afford to buy them, they listed above. It is obvious that she can't purchase all of them in one year, so let's assume that she buys the article that means the most to her. Every salesman is "painting pictures" for her. The best "painter" sells the idea of his article first and subsequently the article itself.

In the illustration above, a good "painter" will blot out all thoughts of automobiles, ranges, washing machines, rugs, and telephones. He will paint pictures of the electric cleaner large enough to secure her order and a good down payment on the Eureka cleaner. If you can't "paint pictures," using the Eureka cleaner as your model, you will never sell successfully. Furniture, cleaners, automobile, insurance, or anything else that requires "picture painting." Remember that.

Two of the Eureka charts that keep the salesmen sold on the market and their job

increase of twenty-two per cent for the industry.

"In 1923, according to present indications, the total increase will be thirty-seven per cent, and thirty per cent of the total increase will be Eurekas.

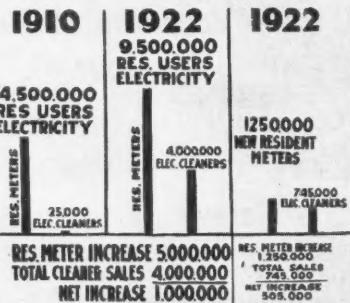
"I Can't Afford to Buy"

"Next we prepare the salesman to meet the most common objection, 'I can't afford to buy.' We don't give him a lot of bunk about how prosperous the country is and how many people are buying automobiles, cosmetics, and cigarettes; we tell him plainly that he should be surprised if a prospect does not admit that she is able to buy a cleaner, and we show him why. According to federal income tax reports, ninety-one families out of every hundred have incomes of less than \$2,000 a year. The home manager is forced to deny herself of many things, and she buys only what she thinks she needs or what she wants bad enough to argue with her husband about. It is up to the salesman to make her want to buy an Eureka worse than she wants to buy something else. Furthermore, his own prospects of earning more than \$2,000 a year are 9 in 100.

"This brings us to the matter of competition, which we illustrate by another chart. Notice that we don't consider the competition of other cleaners; there are seventy trademarked cleaners on the market, but that is not where our salesman finds his competition. His competition is with the numerous other things the housewife wants to buy; an auto-

Electric Cleaners Sales vs. Residence Meters Analysis of Potential Markets

Illustrating the expansion of the potential market for electric cleaners during the twelve-year period 1910-1922, caused by the tremendous increase in resident users of electricity who alone exceeded the total sales of all electric cleaners by over one million residence meters. That market represented by commercial users of electricity, such as office buildings, stores, hotels, etc., is not taken into consideration.



A very large percentage of the 4,000,000 approximate electric cleaners sold during the twelve-year period were sold to previous owners who traded in or discarded their old, antiquated and inefficient cleaners. It is therefore doubtful if on January 1st, 1923, more than 3,000,000 of the total 9,500,000 repre-

sent large percentage of the 4,000,000 approximate electric cleaners sold during the twelve-year period were sold to previous owners who traded in or discarded their old, antiquated and inefficient cleaners. It is therefore doubtful if on January 1st, 1923, more than 3,000,000 of the total 9,500,000 repre-

mobile, a range, a washing machine, a rug, a victrola, and so on. We have shown that her income is limited and that she must deny herself of some of these things. Which shall it be? An automobile, we'll say, costs \$600; the new range she wants—and needs—costs \$50; the washer costs \$125; the rug \$35; the victrola, \$75; and the cleaner, \$45.

Where Competition Lurks

"She can't buy them all this year; therefore she buys the one that means the most to her. Every salesman is painting pictures for her, showing her the delights, the comforts, the economy, the freedom from drudgery possession of the thing he has to sell will bring her. The best painter sells the idea of his article first, and obliterates from her mind all thoughts of the others. If one can't paint pictures, using language as the paint, then he'll never be a success in selling anything.

"Another chart illustrates more definitely some of the pictures that the salesman may paint in closing the sale. Here is where imagination plays its biggest part; the salesman who lacks ability to call upon his own imagination to fill in the minute details of an all-absorbing word picture can hardly hope to influence the imagination of his prospect. A successful salesman must necessarily be a good story teller, and the more rounded out and interesting his story, the greater will be the effect on the imagination of his prospect.

"It is very important that one have a good product to sell, but

when eighty per cent of one's prospects reply that they can't afford to buy, the excellence of the product is hardly the most important sales argument. The prospect may be as firmly convinced of the merits of the article as is the salesman himself, yet that conviction will not overcome the objection, 'I can't afford to buy.' The salesman must, therefore, make his appeal to the imagination of the prospect by painting pictures that will cause her to believe that she can't afford not to buy; that will cause her to delay the purchase of the other articles she wants and to appropriate a fixed amount to meet the monthly payments on an electric cleaner.

"There are many pictures which one may paint effectively in this way, only a few of which are suggested on the chart.

"Here we suggest half a dozen of them: Home is the woman's workshop; seventy-five per cent of woman's work is chasing dirt; penny-wise and dollar foolish; man is unappreciative; how soon we are forgotten; and the child. We give the salesman some hints as to how to fill in the outline, but he must use his own imagination to some extent in painting pictures that will bring his prospect to a point where she feels she can't afford not to buy.

Shows Motion Picture

"Our last chart is a diagram of our sales organization, showing the large number of executive positions and the opportunities for advancement open to those who prove themselves worthy. We must have officers as well as privates in our army, and promotion is rapid for those who reveal executive acumen along with selling ability. We tell the men just what the different positions pay, from actual retail selling to the biggest jobs in the organization, and try to inspire them to work for promotion."

In addition to explaining the charts and commenting on the lessons illustrated, McCarthy also shows a motion picture of the Eureka, from the raw materials to its use in the home. This picture, which was prepared by a motion picture producing company and with five projecting machines, cost \$7,331, contains some 4,000 feet of film and takes one right through the factory, to the branch stores, to the

(Continued on page 232)



Babson Says:

(In His Report Dated Sept. 6th, 1923)

CHOOSE places with diversified incomes (for future sales effort). The depression of 1920 taught a useful lesson. It demonstrated that a locality with diversified activities withstands a business reaction far better than a locality dependent upon one or two dominating industries.

"Dairy regions should fare best... The resistance which the dairying regions showed to business depression (in 1920) is worth recalling at the present time when a reaction is in prospect. ... It is entirely probable that clients who find the farming regions as a whole an unfavorable field, may be able to do relatively well in the dairying localities."

Wisconsin, leading all states in dairying, and Milwaukee, leading all cities in the diversity of its industries, certainly must have your first consideration when planning your future sales campaigns.

Selective selling to be successful, it will be conceded, must be supplemented by intensive advertising.

The Journal Dominates This Active Market

USING The Journal, you can, with one stroke, at a single low cost, cover this active responsive market effectively. It is the one dominant advertising medium directing the bulk of the buying of 3,000,000 people.

It is read by more Milwaukee and Wisconsin people than any other publication in the world

These Figures Speak for Themselves

(From Babson's Report of September 6th, 1923)

Wisconsin's purchases for month of July, 1923	... \$285,000,000.00
Daily (twenty-five business days) \$35,400,000.00
Increase over last year 8%
Increase over year 1917 38%
Milwaukee's purchases for month of July, 1923	... \$273,731,000.00
Daily (twenty-five business days) \$10,949,240.00
Increase over last year 15%
Increase over year 1917 51%

A Market Survey for You

The Journal has compiled and published comprehensive consumer and dealer surveys on the Greater Milwaukee Market. These surveys cover all principal lines of merchandise.

Write now for information regarding a survey covering your product or service in relation to this market.

*Complete Advertising Service
Roto Art — Color
Black and White*

The Milwaukee JOURNAL FIRST - by Merit

The Gateway To over 8,000,000 Consumers



Cheaper and Quicker Distribution of Products in the Southeast

To provide for frequent, speedy and economical deliveries of merchandise from central points in each large trading territory is the first problem in distribution.

A glance at the jobbing zone of the Southeast, which includes all the country within the boundaries of Federal Reserve District No. 6, shows conclusively that

Jacksonville, Florida is the Key Distributing Center

to a large and prosperous section in which the daily needs of over 8,000,000 must be supplied.

Jacksonville stands preeminent as a distributing center in location and transportation.

The city is equally fortunate in favorable rail and low water rates, ample storage for merchandise, pleasant climatic conditions and adequate banking facilities.

The growing importance of Jacksonville as a point for distribution is indicated by its freight movements of farm products, which in 1922 alone routed over 83,000 carlots.

Manufacturers and wholesalers interested in scientizing their distribution in the Southeast are urged to investigate the facilities of Jacksonville for the economical distribution of merchandise.

Jobbers, Wholesalers and Brokers

are invited to write for copy of illustrated booklet "The Port of Jacksonville," which outlines the unexcelled distributing facilities of the city, its location as a distributing center, and its commercial importance to a populous and prosperous trading zone.

CITY ADVERTISING DEPARTMENT
Room 10U City Hall, Jacksonville, Florida

Here Is Your Man, Mr. Mennen

Ichabod Shean says he is qualified for the sales manager's job because he knows why every business is "different"

DON'T spend any more of your money in advertising for your kind of sales executive—for you have found your man. Look at the signature at the bottom of this letter. I fill your bill of particulars.

Your business is different, isn't it, Mr. Mennen? Just as your talcum powder is good only for those girls who do not have moles, so you need for a sales executive a man who has arrived—a man who can spot all the girls who have moles without having to read Babson's predictions on "Will Blondes or Brunettes Have the Most Moles in 1924?" I don't have to go to Mr. Babson, or to an encyclopedia, or to an advertising agency, to get the answer to such a simple question. Personal experience is what counts, isn't it, Mr. Mennen? I know, from careful observation, that blondes have the most moles. So when I get on the job we'll forget all about the blondes, won't we, and concentrate on our easiest market?

Rat Traps Versus Mouse Traps

We're going to like each other, Mr. Mennen. Are there more than one of you in the Mennen family? I call you "Mr. Mennen" just as if I had known you all my life, but then I know that we're going to cotton to each other so quickly that from the first day I hang my hat on your coat rack we'll be Gallagher and Shean all over again.

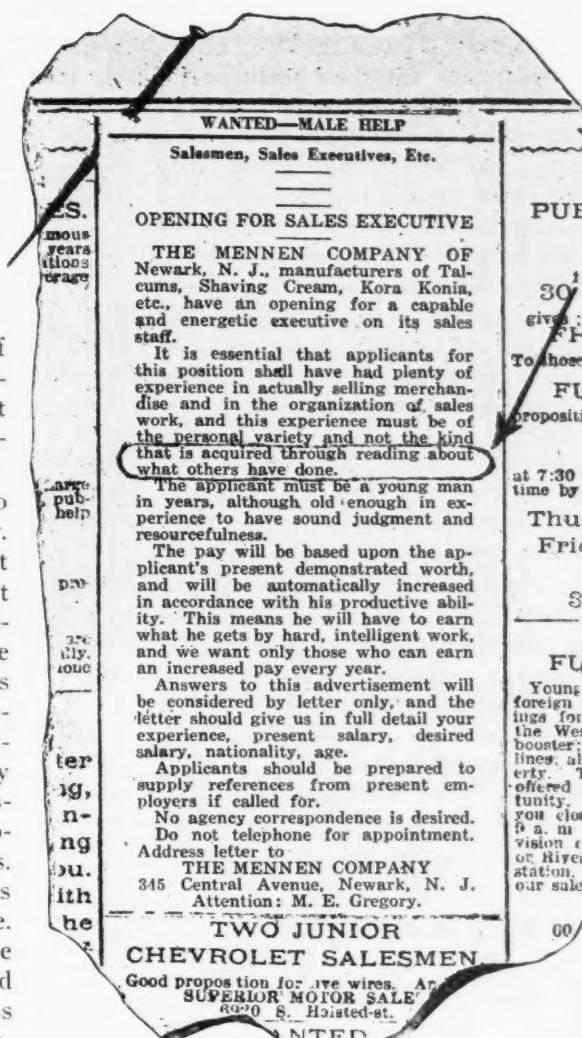
You're going to be a lot different from some of the bosses I've had. You see, one reason why your advertisement was really written for me is that I don't have to study in books, and I don't have to get ideas from other sales managers, because for twenty years I have been fitting myself for your job—whatever there is to learn from other businesses I know. Just as in the case of the brunettes, I've tried them all. I might as well admit that I didn't start out with any firm determination to act as sales manager for a

dozen different kinds of businesses, but circumstances alter cases, don't they, and whatever happens is for the best.

I did have one boss who felt just as you do, Mr. Mennen. He made rat traps—and perhaps it isn't fair to compare his problems with yours, because we know that there is nothing in common between rat traps and talcum, but I'll tell the story anyhow, because it illustrates how far I've progressed in twenty years. This was my first job as sales manager, you see. Mr. Oggie, which was the gentleman's name, had never had any business experience, but had inherited some money and decided to promote this patent rat trap which his wife's nephew had invented. His selling scheme was novel. Instead of selling through retail and wholesale hardware dealers, he offered them at wholesale prices to ladies' aid societies and suggested that they sell them at their bazaars.

For some reason or other, the scheme wasn't working out very well, and Oggie was losing money. I knew nothing about the rat trap business, but I did have a friend who sold mouse traps, and I got from him quite a number of ideas which seemed to apply to our business. So I took them to Oggie, and honestly, Mr. Mennen, you would have admired the way he bawled me out.

"Mouse traps! What does that fellow know about our business? You look like an intelligent young man—I thought you were one when I employed you—but do I have to explain the difference between a rat and a mouse? How absurd! What can that man do that would be interesting to us? Don't you under-



stand that in our patented trap we get away from all mechanical ideas which have been used in other kinds of traps? Why, in the first place he catches mice, while we catch rats; and in the second place, his is only a simple spring trap, while ours is a fine musical instrument, with a pipe which plays a seductive tune, and as soon as one rat is caught the pipe starts playing and attracts other rats just as the Pied Piper of Hamelin did."

Well, I thank that man for teaching me the biggest lesson of my life. That job didn't last very long because Mr. Oggie went "bust"—but I was in it long enough to learn the value of concentrating on your own business, and paying no attention to the other fellow's. I say, "let him worry about that." Don't you, Mr. Mennen? The reason Oggie failed was that he happened to let it be known that he was a Baptist, and then all of the Presbyterian, Methodist, and Congregational ladies' aid societies refused to buy from him.

Then I went with the National—

but after a few months we agreed to disagree. I put it that way out of consideration for their feelings. If their stockholders ever heard that I quit—told them point-blank not more than one minute after they had asked for my resignation that I wouldn't work for them under any considerations—why, if their stockholders ever heard that, they might lose confidence and dump a few hundred thousand shares on the market, just like that. Shortly after I started in there, the bankers put a new president on the job—yes, this same man, Reber, who's there now. He had been at the head of a railroad—can you imagine it, Mr. Mennen, a railroad?—and he tried to use some of the same ideas in the National. Of course, they have been successful ever since he came in, but I always explain that by saying—yes, they are successful, but they're successful in spite of him, and these ideas he borrowed from another business. That's a significant point of difference, don't you think, Mr. Mennen? So few people can understand it, but I know you can.

Bring Home the Mazuma

Of course, you know Edgerton, my successor at Short & Sweet's? I believe he is one of your biggest competitors in the shaving cream business, isn't he, Mr. Mennen? When I was in charge of sales there I always said to the boys, "Boys, go out and get the business. I don't care where you go or whom you sell, or how much you sell to each man—just bring home the mazuma to papa, that's all I care." And, believe me, Mr. Mennen, we had a grand bunch of go-getters—two-fisted, 100 per cent he-men I used to call them. It wasn't their fault, nor mine, that crops were bad that year, and our whole sales program went "skewey." Edgerton came in, after I had done all the hard work of organizing, and now he gets all the credit. His friends claim that the biggest sales idea the Short & Sweet business ever had was one he made over from a plan used by Swift's. In the first place, I don't believe it, and then again, assuming just for the sake of argument that it is true, I claim that isn't very hard to understand, because after all, their soaps are made from animal fats, which puts them in the same business with Swift, you see. Some people can't see down to these fun-

damentals, can they, Mr. Mennen? I claim that I wouldn't be where I am today if I didn't have the ability to see clearly, and brush off all the straw on top and get down to the rich golden nuggets at the bottom. It's a gift, isn't it, Mr. Mennen?

No Students Wanted!

You say you want a man who will get things done—not a student. Good for you, Mr. Mennen, if I may be permitted to show my enthusiasm. Why you know, Mr. Mennen, I once worked near Madison Square Garden, and I used to notice at noon when I was passing through there, that half the bums on the park benches were wearing Phi Beta Kappa pins. Look where studying got them! Their benches weren't any more comfortable than those of the hoboes right near them who'd never been to school and couldn't spell c-a-t, cat. Why, I've known in my time, and I know you must have too, Mr. Mennen, or else you wouldn't have written that advertisement, sales managers who had a college education, and then, not content with that, read books and magazine articles on marketing, general economics, and even social problems, belonged to an association or two, subscribed to services and—oh, I don't know what all! It makes me sick, doesn't it you, Mr. Mennen? What if so many of these fellows are successful? Does that prove anything, Mr. Mennen? Not at all, I say, and I am sure you will agree with me. Just think how much more successful they might have been if they hadn't crammed their heads full of so much useless information!

Why take Fred Corbett, sales manager of the Benson Shoe Company—vice-president now, too, I understand, although God knows how Fred gets away with it. I'm not saying that in any nasty, knocking way, you understand, for I know Fred well, and I'd say the same thing to his face if he happened to hear me. Fred and I come from the same little town in Iowa, and—well, this may sound like boasting, but it really isn't, Mr. Mennen—you ask any one out there who amounted to the most—Fred or me. I blush. Well, after Fred came with Benson he got together with some other fellows and organized a sales managers' club, and served as president for a term or two. Now here's the

joke—I know you'll laugh yourself sick over it, Mr. Mennen—there wasn't another shoe manufacturer in the club! No sir, not a one! And yet he tells all around that he gets so much out of that club—ideas that he uses in the shoe business. It's to laugh, isn't it? Why, in this club there are sales managers representing three dozen kinds of businesses—advertising, chemicals, toilet goods, hardware, automobiles, drugs, safety razors, and the like. Imagine his being able to get ideas for the shoe business from listening to a safety razor man talk! Can you beat it?

Nothing If Not Honest

Really, Mr. Mennen, they must think we're dumb-bells. No, I tell you what I think he did get out of this so-called exchange of experience: when they made him vice-president he got a big boost in salary, and I think he did it by getting these fellow club members to go around to his directors, one by one, and whisper that Fred was a mighty nice boy, and that he'd likely go to some other house because there were plenty who wanted him. That explains the case of Mr. Fred Corbett. As for me, I don't want to get my salary raised that way. "Honesty is the best policy," is my way of putting it.

Well, now, Mr. Mennen, I don't think I need to say any more. You want a doer, not a student, and a man who doesn't waste his time finding out what other sales managers are doing—AND THAT'S ME. I can come to Newark whenever you say, and the quicker the better, too, for I've been living with my sister here in Decorah for the last six months, ever since I left Jordan's, and we don't get along together any too good.

Very truly yours,
ICHABOD SHEAN.

The John T. Milliken Company of St. Louis was awarded the Multi-graph Cup at the convention of the Direct Mail Advertising Association of St. Louis. This cup is awarded for the most distinctive direct mail advertising campaign for the year of 1923. The campaign consisted of nine processed letters which went to 47,000 physicians and three broadsides mailed to fifteen thousand druggists. From twenty-six to thirty per cent returns were received from the various pieces in the mailings.

Advertising that is Part of the Active Selling

THE sales department usually makes a bigger discovery than the advertising department,—when co-ordinated advertising is applied. Co-ordinated advertising is built around an Interrupting Idea. This Interrupting Idea not only makes the advertising active, instead of passive; it not only makes the product memorable in the consumer's mind; but it also becomes an actual part of the field selling.

This Interrupting Idea automatically makes the salesman a participant in the advertising. It gets under the skin of heedless clerks. It becomes a keynote of the sales talk where the goods are sold.

In Federal annals, are many examples of co-ordinated advertising, and how it works for sales departments in various fields.

These facts are of unusual importance to readers of Sales Management, who appreciate the turn-over value of perfect co-ordination between selling the market and selling the consumer. They will be gladly furnished to anyone interested.



FEDERAL ADVERTISING AGENCY
SIX EAST THIRTY-NINTH STREET
NEW YORK CITY

Remembrances



What shall we give our customers this year?

LET us suggest that you send them a William Feather magazine—a type of house organ that breathes good-will the whole year through. Issued monthly, it will keep your customers, and your prospects, in a friendly spirit. Each issue will be awaited eagerly, and will be slipped into the coat pocket, taken home and read carefully.

The editorials by William Feather bear comparison with the best business writing that is being done today. Many consider it the best. These editorials appear in the William Feather magazines exclusively. They appeal to all men and women in business—from railroad presidents to grocer's clerks. Interesting, stimulating, informative.

The plan of publication is simple, almost automatic. No worry, no work for you. We do the whole job and ask only for your o. k.

This is the time to make arrangements for 1924.

Write for complete information and samples.

*The WILLIAM FEATHER COMPANY
611 Caxton Building, Cleveland, Ohio*

William Feather Magazines

Interesting — Stimulating — Informative

Who Is To Blame—Advertising Agents Or the Sales Managers?

Advertising Agent Lays Blame for Failure of Many Sales Campaigns On Sales Managers' Shoulders—Suggests a Remedy

By Charles W. Hoyt

President, Hoyt's Service, Inc., New York City

If I came before you tonight as an advertising agent only, and without the background of previous sales manager's experience, and said to you the things which I propose to say, you might accuse me of being theoretical. I know that it's not necessary for me to bring to the attention of my old friends here, the fact that long before I became an advertising agent I had the same sort of experience that all of you have had. I know that it's not necessary for me to remind some of you that my good father put me on the road as a salesman when I was a very young man, that I traveled as a salesman for many years—I think it was eight years—that I acted for him as a sales manager for five or six years, that I afterwards put in six hard years as a sales manager for a large corporation.

Advertising and Sales Managers

I know quite well that many of the firms with which you gentlemen are connected may not require the sort of assistance to which I will bring your attention.

Let me recall an incident which happened early in my career as an advertising agent. Some months after the appearance of my book, "Scientific Sales Management," I received a letter from the president of one of the largest concerns in the eastern part of the country. I called on him and he told me that he had read my book with much interest, and wanted to know if I could do some of the things in connection with the laying out of sales departments which I mentioned in that book. It developed, as I talked to him, that what he really had in mind was a reorganization of his sales department, and that he was quite dissatisfied with the work of his sales manager who happened, at that time, to be an officer of his company.

In my innocence and lack of experience, I explained to him that I would gladly make the study of his sales department and that if, because he had already offered this to me, he gave me his advertising, I would consider my fee was taken care of by my commission as an ad-

count, and much of the advertising was canceled.

I made up my mind that never again would I take on anything that had to do with the sales department, and have it dependent on the way I handled advertising.

All of this is to explain why, so far as I, in spite of my previous experience in sales management am concerned, have not seen fit to continue within an advertising agency the help that might be given to sales management.

Notwithstanding all that I have said, I am convinced that the advertising agency which is to be most successful in the future, will offer a help along the lines of sales and sales management. I give you in the beginning my conclusion without giving you any of the reasons which have led to forming that conclusion.

Where to Look for Help

I recollect particularly a certain sales manager located in Ohio who was a fairly good sales manager, but tremendously busy. He was one of those men who would have been busy no matter how little he had to do. At any rate, he was always busy. I watched him for three years, while year after year he said that he was going to compile an adequate sales manual. I had him ask me several times to do it for him, but it was impossible for me to do it. That man had a good sales department, but he needed outside help.

Let me just ask you this question: Suppose a sales manager finds himself in the position where it is difficult for him to do any one of several jobs, such as the compilation of a sales manual, the organization, training and launching of a sales crew to cover some one territory, the making of a market analysis from the sales viewpoint—and I could

We heard a great deal about the talk Mr. Hoyt made before the New York Sales Managers' Club in October. Several of our readers wrote in and asked to get behind his idea and boost it. But we prefer to have our readers form their own opinions so we wrote Mr. Hoyt for a copy of his speech and permission to publish it.

"Sales Management" readers ought to make a good "jury" to pass upon Mr. Hoyt's suggestion, which is, in our opinion, decidedly worth careful consideration.

vertising agent. It also happened that the handling of the advertising was done by this same sales manager. So you can see the position in which I innocently placed myself.

All Was Not Well

The president brought to my attention things which he considered irregular in connection with the sales manager's work. I recollect particularly that he handed me the expense account of the sales manager for the past six months. I proceeded to build a report on the organization of the sales department. At the same time I prepared the advertising campaign which I had to submit to the sales manager. All I can tell you is that the whole thing ended by my losing the ac-

name others, but these few will suffice—to whom shall that man go for this extra help, assuming that the job in question will not take over two or three months?

I understand perfectly well that there are and that there have been so-called sales counselors. I am not thinking of the so-called consulting sales manager; I am thinking of a facility under which a firm can go to an organization and secure working members. Let me give you a case of a deficiency which was recently supplied.

Getting the Facts

A firm with about thirty-five salesmen had three department sales managers. These men looked after various departments. The sales in general were looked after by the general manager of the company. This firm decided that it would take five states and sell direct to the retail trade, using an entirely different lot of salesmen and doing away in that particular section with jobber work. They said that they couldn't use any of their regular men. They said that their regular men were too far advanced to do the detail work that was to be done. They were looking around for some help, and they wrote me and asked about a certain man in New York who had said that he had a sales organization, and that he could do this job.

Here's what happened. I will give you the facts for your own consideration. I suggested that they take another man, who was connected with an advertising agency, and who had had wonderful experience as a sales manager. I explained that this man could not be hired permanently. I believed that he could be loaned to them for a month or two months, and said that perhaps if they wanted him a little longer they could secure him. As a matter of fact, they took the man, and he was with them exactly six months, being loaned by an advertising agency.

He first traveled over these five states and sized up the situation. Then he hired six salesmen. He made up assortments and deals, printing special order blanks for each. He designed and made up some ordinary dealer display work. In order to make the thing profitable, the salesman had to sell a certain number of dollars each week. He laid out a system of compensa-

tion under which these men were given a small salary, which was big enough for the kind of men they were, and in the event that they sold anywhere near the amount which he named as a quota or a goal, they made rather good pay. By the end of the fifth week these men were averaging to sell the quota that had been set. At the end the man in question returned to the advertising agency, being assured by the manufacturer that whenever he could spare a few weeks, or a few months more, they would like to have him come back and do some similar work in other departments. This man came from the advertising agency which was serving that particular customer. He was paid a stated salary and all of his expenses. The salary which he was paid was rather large. The advertising agency didn't try to make any money on his salary. The manufacturer says that nothing this agency has ever done for him has been so beneficial as the supplying of this particular sales service.

Complete Service Needed

Now I want to ask you sales managers, how you would feel if you had the selection of the advertising agency, towards an advertising agency that offered that sort of service? Would it cheapen that agency in your eyes? That's a strange question to ask, but that's the way I have felt and wondered until recently.

Recently a man wrote me, "I wonder if I have expressed to you in any way the conviction I have that you are absolutely right in undertaking to develop a department of sales management.

"I think the agency system is weak and the advertising agency business is hazardous for those in it, largely because the agent does little more than furnish ideas and handle the detail of advertising preparation. While that can, in many cases, be important, it seems to me the thing that will make or break an advertiser is entirely outside the jurisdiction of the agent at the present time. I refer to the sales end of the business, the sales organization, its management and the energy put back of the personal selling work. As it is today the agency sweats blood trying to do its job perfectly, and the whole thing may be only a

mediocre success, because the organization with which it is working does not do its part in the selling.

"Some agents do more than ordinary work in sales conferences, but although these sales ideas may be an added benefit, the fact that the agency has nothing to do with carrying them out is also an added weakness.

"By adding to an advertising agency a department of sales management, it completes its abilities for executing activities and ideas covering the whole sales end of any manufacturing business. In that way it not only insures to the greatest degree possible that its advertising ideas will be successful, but it also offers a complete and well-rounded service that leaves no loose ends hanging to trip up the agent or the advertiser."

This gentleman has put his finger on a very weak point in the system. Advertising agents constantly have to contend with the fact that for some reason or other the ideas which they give in connection with their sales and advertising campaigns are not carried out properly by the sales organization. Let me right here admit that the business of the advertising agency is advertising. Let us admit that the agency has a difficult task in doing that work properly, and that many years' of development are necessary before the ultimate and efficient expenditure of advertising funds is reached.

One Sided Sales Work

Both sales power and advertising are necessary to secure distribution, get the product moving in the difficult period between the securing of the distribution and the time when the advertising really becomes effective, to extend and perfect distribution, to maintain adequate stock, to secure retailers' cooperation, and finally to fortify the product against competition.

Perhaps the normal situation which we find in most concerns is that it is either strong on personal sales work or strong on advertising. Seldom do you find the ideal situation where a concern is strong in both particulars.

It must be recognized that maximum profits accrue to the manufacturer, maximum turnover which means profit to the retailer and

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633,578

net paid week-day average for the Daily News, for six months ending September 30, 1923. This is the largest daily circulation, morning or evening, in America.



The Largest DAILY Circulation morning or evening *in America!*

TELL It to Sweeney—in The News
Write for the Sweeney Series

THE  NEWS
New York's Picture Newspaper

25 Park Place, New York
Tribune Bldg., Chicago

NOW IN EXCESS OF 700,000

It doesn't cost a million dollars to be a successful advertiser



"And how much will all that advertising cost?"

The chairman of the board fixed a determined eye on the sales manager.

"I was just coming to that, sir. The whole thing amounts to \$26,000.00."

"Do you mean to say that you can do all that, go into the trading centers where most of our sales are made, reach that many people who are the very best prospects for our product—all on that appropriation?"

The sales manager smiled. "We can do even more than that." And then he proceeded to tell the Board a few surprising things about advertising—surprising because they got back to first principles, because they meant bona-fide sales and not blue sky.

We'd like to tell you the story.

We'd like to send a representative to see you, to discuss only one kind of advertising—the kind that sells merchandise.

GOOD HOUSEKEEPING

119 West Fortieth Street, New York

Sales Executives Criticise Reports of the Character Analysts

By Eugene Whitmore

The sales executives who submitted the photographs of their salesmen which were printed in the September and October issues of SALES MANAGEMENT state that the character analyst's reports were generally correct. Some minor differences of opinion are brought out in this article. But even though they agree as to the general accuracy of the reports some of the executives are inclined to question the value or necessity of the reports in hiring salesmen. In other words they feel that the sales manager can determine for himself whether or not a man is suited to the job provided he does not try to overlook the applicant's faults.

A SALES MANAGER from a small city in Ohio came to Chicago to engage three salesmen to fill vacancies in Wisconsin, Indiana and Illinois. In advance of his trip, he ran an advertisement in one of the daily papers which brought nearly fifty replies. He wrote all the men to call at his hotel on a certain day. Before half the day had passed, and before more than twenty of the fifty applicants had shown up, he had hired the three men he needed.

In half a day he obligated his company to pay out nearly fifteen thousand dollars in salaries and expenses in one year, to say nothing of the overhead chargeable to operating three salesmen. How did he know that he had made three good bargains? How did he know that he had made the right selections? He had a "hunch" that he selected three good men.

He Was Hard to Convince

Shortly after he hired the three men, he decided that his assistant needed a small adding machine, or calculator, to use in figuring sales quotas, tabulating sales and statistical records, and checking prices. Did he devote half a day to buying that adding machine? He did not. He came nearer devoting an entire week. He looked at every machine he had ever heard of, had them left on trial, had them demonstrated, looked into the matter of buying a second-hand machine, and delayed buying for nearly a month while he was making up his mind which of the machines was best suited for his purpose.

Back of all these adding and calculating machines were big companies, of known reputation and integrity, yet he devoted about ten

times more effort to selecting the right adding machine than he did to hiring three salesmen. The adding machine cost less than \$500—in one week the three salesmen will cost as much as the adding machine will cost in a lifetime. Money spent for salesmen who fail to make good is gone forever, yet had the adding machine proved totally useless for his purpose he could have recovered at least half of it by selling it second hand.

A Big Investment

I mention this incident merely to show the contrasting methods many sales managers use when they are hiring salesmen, or when they are buying equipment or merchandise. The salesman comes in and asks the sales manager to invest from \$1,800 to \$7,500 a year in him in salary alone—he asks that the reputation, good-will and integrity of the house be entrusted to him—and some sales managers hire him without properly investigating his references. Yet when they buy materials they demand proof beyond shadow of doubt.

This condition is what leads sales managers to the vocational counselors and character analysts. If the average sales manager would demand as much proof from salesmen as they do when buying materials, I doubt if the average character analyst would make his salt from sales managers. In hiring men, too many sales managers allow themselves to become enthusiastic about a prospective salesman's good qualities and wink one eye—or perhaps shut both—when his faults or weaknesses are mentioned. It is no wonder then that the character analyst can easily turn down half or three-quarters of the men the sales

manager would hire. The character analyst is not inclined to take the long chances the sales manager takes in hiring men. For that reason, if for no other, his selections are liable to be better than those of the sales manager who hires men he hopes will make good, but of whom he is doubtful to a certain extent.

"Hire in cold blood," says one sales manager in commenting on this subject. "I try to picture three, four or five thousand dollars on my desk which my company is entrusting me to invest to the best advantage when I hire a man. If I were given that much money to invest in securities, I would certainly not buy the first issue offered to me by an unknown house, or in an unknown field. I would play safe. That's what I try to do with salesmen. I have in times past been hard up for men, and hired fellows who failed to make good in any way. But had I been perfectly honest with myself, and not shut one eye to their weaknesses or lack of experience, or the right mental viewpoint, I would never have hired them."

Why Sales Managers Need Aid

This carelessness in hiring men—this "trust to luck" attitude of some sales managers—has, of course, been to a certain extent responsible for the turnover among salesmen—which everyone admits is high—yet many sales managers are doubtful of the benefits of character analysis in reducing turnover among salesmen. "So many factors may enter into a man's decision to change positions that we can hardly hope to bring about a great reduction in turnover even though the vocational counselors are able to tell us just what sort of men we are hiring," says one

sales manager who has carefully investigated the character analysts.

As promised last month, we obtained the opinions of the men who are at the head of the sales organizations employing the men whose pictures we had analyzed and reproduced in the October issue. In the next few paragraphs we print their opinions regarding the analyses.

S. J. Gilfillan, secretary and sales manager of the Compton-Johnson Company, in commenting on the charts and analyses of the two salesmen whose pictures were analyzed in last month's issue said, "The charts and the reports on my two salesmen were interesting and, in the main correct, so far as I can see. I would be inclined to rate the man, whose picture is Number Two, as being at least one hundred per cent on aggression and aspirations. He is the type of fellow who is extremely aggressive and wants to be at the top of everything he is connected with. If Mr. Roulfs had to hold him down I am confident he would agree with me. The man in the third picture is more or less cor-

rectly analyzed, although I would take issue with the analyst on the matter of aggression. I would say this fellow is about fifty per cent aggressive, whereas he is given eighty per cent in the chart."

Mr. C. L. Cruver, president of the Cruver Manufacturing Company, was inclined to disagree slightly with the analyst's report on the first picture. "This man," said Mr. Cruver, "is the quick, alert, aggressive type of fellow who has little patience. His energy would perhaps work against his success in administrative work, for he would be likely to get out of patience with everyone around him and fail to get the best work out of them. It is my idea that he would never be satisfied with any sort of inside work, and for that reason I would hesitate to agree with that part of the analysis which suggests that he should use selling only as a stepping stone to administrative work. As a salesman he is very successful. He is careful and methodical in keeping his records and knows the status of every order

he has taken, and is careful in following them through and checking up every detail. He has a wonderful personality and the knack of making many friends. He attracts people without apparent effort on his part and is very popular with his customers. On the whole, the analysis is, I think, correct."

The best results cannot be obtained from photographs, especially when only the front view is obtained. In judging men from photographs there ought to be two views—one a side view, the other a full face view. No retouching should be permitted. The executives who have been quoted in this article seem to feel that the analyses and charts are in the main correct, but one of them expressed considerable doubt as to whether or not these analyses tell anything the sales manager or executive couldn't find out for himself in an interview with the man and a careful study of his record.

"I do not doubt that everything in this report is correct," said one

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Saunders Norvell Startles Hardware Men with Attack on Advertising

Too late to print a complete report of his speech we received word of Mr. Norvell's attack on consumer advertising at the joint convention of the American Hardware Manufacturers Association and the National Hardware Association in Atlantic City, October 15th to 19th. The reply by Mr. Plumb and Mr. Noyes created considerable ard spirited discussion at the convention. Parts of the talk by all three men are reported in this article. Mr. Norvell's standing in the business world warrants serious consideration by everyone interested in distribution problems for if his ideas gain headway it is possible that no end of harm will result.

IN an address before the American Hardware Manufacturers' Association at their recent convention in Atlantic City, Saunders Norvell, chairman of the board of McKesson & Robbins, launched an attack on what he terms excessive consumer advertising. Mr. Norvell's remarks brought a spirited answer from Fayette R. Plumb, president of Fayette R. Plumb, Inc., well-known Philadelphia manufacturer of axes, hammers and hatchets, who took issue with Mr. Norvell, who said, in part:

"Nowadays the national advertiser in the drug business thinks up some high sounding name, advertises his goods nationally, on one hand frightening the consumer

about his health; describing his symptoms on the other hand, promising him a cure or relief if he will only buy his concoction. Then in his advertising he warns everybody against substitution.

"If any retail merchant would have the temerity to say to a customer, for instance, 'this other preparation made by me is just as good' that drug merchant would immediately be classified by the intended purchaser as a fraud and a cheat. What is the result? The retail merchant today knows nothing about salesmanship. He does not try to sell goods. His clerks, like automatons, stand behind the counter and pass out the goods that are nationally advertised.

"They have nothing to say about these goods. They would not dare make any suggestions. They take the money, punch the cash register and turn like a machine to repeat the same performance with the next customer whom national advertising has driven into their shops.

"When we analyze the profits that the jobbers and retailers are making on these nationally advertised goods, we soon find that the goods are being sold, by reason of competition, at less than the actual cost of handling the business. It may surprise you to know that today by the actual records of the retail and wholesale drug associations, fifty-three per cent of the sales of a

(Continued on page 248)

First in the First Market

IN the New York trading area, the greatest market in the world—a territory in which the annual income of nine million people is \$8,000,000,000, The New York Times is read by the largest group of intelligent, discriminating and responsive persons ever assembled by a newspaper.

The average net paid circulation of The Times, daily and Sunday editions, is in excess of 350,000 copies. The purchasers of the Sunday edition exceed 550,000 persons. The sale of The Times is more than the combined sale of the two other New York newspapers generally classed with The Times as to quality of circulation.

In each state of the United States; in 2,107 of the total 3,007 counties; in 8,000 cities, towns and communities; in all United States possessions; in all the provinces of Canada; in 87 foreign countries, there are readers of The New York Times.

The New York Times printed Sunday, October 7, the largest edition in its history—probably the largest regular edition ever published by any New York newspaper. It consisted of twelve sections, comprising a total of 192 pages (176 full-size newspaper pages). The total weight of paper in the edition of 565,000 copies was 877 tons, or 1,754,000 pounds. There were 545 columns of news, special features and pictures, and 863 columns of advertising—the largest volume of spontaneous advertisements ever printed in a single day in a regular edition of a New York newspaper.

More advertising is published in The New York Times than in any other New York newspaper.

Of the 830 national advertisers using The New York Times, 200 make their announcements exclusively through its columns in New York territory.

Quality and volume of circulation, and advertising results considered, the advertising rates of The Times are lower than those of any other newspaper.

The New York Times

"All The News That's Fit To Print"

*"They just don't realize the great
importance and selling power of
friendly, human,
GENUINE letters"*

*200 to 500%
better results*

*Genuine Letters
bring more replies*

*Carbon "follow-ups"
increase your returns*

*With Hoovens you can write
thousands of genuine letters,
with carbon-copies, making it
easy for you to handle large
lists as readily as your stenog-
rapher writes a few letters.*

*Save 10 salaries
with 1 girl
operating 3 Hoovens
[electric typewriters]*

That answer, by one user of thirty-five Hoovens, to the question—"Why do many people still use 'imitations' when only a trifling cost difference will give them GENUINE letters?"—speaks volumes.

"My letters," said another user who recently placed his third order for Hoovens, "give me close, intimate, personal contact with my trade. The 'canned imitation' at a fractional-cent lower cost is foolish economy. With my Hoovens I get personalized, individual, GENUINE letters that bring more replies and more sales."

Yet sales managers who wouldn't stand for a shabby-looking salesman, often overlook their shabby-looking letters. They let a rankly false impression go out to thousands. Why?—"They just don't realize—"

Some don't know how badly their sales efforts are hindered and defeated by poor, cheap, "imitation" letters. Yet, to have all letters GENUINE with stronger selling power is easy and economical.

Make 1 Salary Do 10 Salaries' Work

One girl with three Hoovens can do the work of ten ordinary typists. Thus you make one salary do ten salaries' work, economically producing GENUINE letters of powerful selling-value. They are complete letters, with dates, names, addresses and body of letter, with personal inserts anywhere in body of letter, together with carbon-copies, all written simultaneously just as your stenographer would write. The only difference is that with Hoovens you are able to get out hundreds of letters daily from one girl's salary instead of a few dozen by hand. And they are friendly, human, GENUINE letters that bring results.

Tremendous Selling Power

Use carbon-copies in your mail "follow-ups." You can challenge any other kind of mail follow-up to produce superior replies from dealers or large-unit prospects. The carbon-copy gives you the great values in repetition, reiteration, personal persuasion, urge-to-act, and the powerful appeal to courtesy for a reply. All these strong sales-increasing influences are then wielded by you.

*Can YOU afford to pass this up? Write or call our nearest office today
It will mean INCREASED RETURNS from your letters*

HOOVEN CHICAGO COMPANY

531 South Dearborn Street, Chicago

Telephone Harrison 9288

HOOVEN LETTERS, INC.

114 East 25th Street
New York

**HOOVEN AUTOMATIC
TYPEWRITER CORP.**

*Manufacturers
Hamilton, O.*

What They Are Doing For and To You In Washington

By Waldon Fawcett

"Where can I get some data on the furniture industry," wrote the sales manager of a drying equipment manufacturer. "Get a copy of the Federal Trade Commission report on House Furnishing Industries," advised the Dartnell Librarian. "The information and leads I obtained from this book are priceless," he wrote back. Hundreds of cases like this every year convinced us that sales managers can profitably keep their fingers on the pulse of Washington's activities. We have commissioned Mr. Fawcett to write a resumé of activities in Washington each month which may have some bearing on the average sales manager's work. This article is the first; hereafter this feature will appear regularly in each issue of SALES MANAGEMENT.

IRVING S. PAULL, director of the new Division of Domestic Commerce, tells me that he is not at all certain he will make public the lists of commodities in each of the five major retail lines which will be selected for the initial cost-of-distribution study. There will be no need to make a decision for some weeks, because the whole project is yet in the "committee stage," and finishing touches must be put to the questionnaires that are to be sent to distributors of dry goods, clothing, groceries, hardware, boots and shoes, etc. Nevertheless, it is the feeling of Mr. Paull that to disclose the key commodities would only befuddle the situation by bringing no end of suggestions from persons who might consider other stock items more representative than those selected.

Full of promise for all sales interests, that are concerned with the distribution of electrical staples and specialties is the movement to extend the lines of the commercial light and power companies throughout the farming districts. The movement is engineered by the newly-organized Committee on the Relation of Electricity to Agriculture, and seeks the support of the U. S. Department of Agriculture as well as that of the American Farm

Bureau Federation. That this is a concerted drive to electrify the farms may be surmised from the

prompted the Secretary of Agriculture to make his recent very confident prediction that, within the next decade, American farmers must spend millions of dollars to replace and augment their farm-operating equipment. This forecast is inspired by a special census of farm expenditures during the year 1922, lately conducted by the U. S. Bureau of Agricultural Economics, and which embraced 6,094 representative forms in all parts of the country. The average outlay for tools and machinery was \$123 for the year. But the individual returns show that large numbers of farmers bought no new equipment during last year, though they admitted that replacements cannot be much longer delayed. Yet more significant, the inventory figures for the 6,094 farms show that the average increase in value of machinery and tools was only \$30, which means that seventy-five per cent of the \$123 spent for machinery and tools was needed to cover depreciation in excess of repairs.

The Dartnell Washington Representative will help you

Find any government publication, statistics or information on file at Washington.

The wealth of sales information and statistics on file in the various government departments, bureaus or commissions can be obtained if you know whom to ask for it. In the past sales managers have found it easier to locate the proverbial needle in the haystack than to unearth facts in Washington unless they knew just where to go to look for them. Our Washington correspondent knows the ropes. If you want to get a booklet, a publication or other government information such as statistics write us and he will advise you where to direct your inquiry.

This service is free to all SALES MANAGEMENT subscribers.



fact that both the National Light Association and the manufacturers of farm electric plants are in on the deal.

The secret is out as to what

encountered in the least expected places in government publications. A case in point is found in Bulletin No. 1353, "Clothes Moths and Their Control," which has just come from the government print-

ing office. This pamphlet, designed for general free circulation to householders, gives a big boost to cedar chests as effective in protecting fabrics from clothes-moth attack. But, biff! the federal authority frankly tells the public not to depend on cedar chips and shavings such as have lately come on the market in a variety of package forms, with and without camphor. Incidentally, as a tip to soap sellers, it may be noted that this official document gives a strong recommendation for the use of laundry soap as a moth preventive.

Just how strong is the reluctance of the average individual to take the trouble to secure fulfillment of a seller's guaranty? This is a question which is raised by a discovery recently made by officials at Washington who are engineering the movement for standardization or simplification in industry. Educational work was under way in a field where the diversity of sizes, styles, etc., was traced to the circumstance that a number of private branders to the trade have been ready to manufacture any variation a mail-order house might demand. It came out, incidentally, that whereas the anonymous manufacturers were selling to the catalogue houses under a one-year guaranty, the mail-order concerns were giving to ultimate consumers a two-year warranty. The explanation given the federal officials was that the catalogue houses were enabled to take this extra share of responsibility because experience had proven that only a small fraction of the customers who might consistently demand replacements or "adjustments" will bother to do so. In short, the unwillingness of a large share of the population to write letters had been definitely capitalized by sellers.

Officials of the postoffice department, in their contacts with direct-mail sellers, are saying all that they can to induce the business men to arrange their mailing lists by states, cities, towns, rural free delivery routes, etc., instead of in alphabetical order, or according to vocation, etc. The suasion on the part of the postal people is due to the fact that the department is all the while growing more and more insistent that large mailing of circular mat-

ters, etc., shall be faced and separated or packaged by states, municipalities, etc. It is the feeling at the department that if mailing lists, stencils, etc., were, as a matter of routine, given geographical sequence, the routing of the out-going mail would be so nearly automatic that mailers would have no fault to find with the department's requirement.

Uncle Sam has been called upon to umpire a technical question with a strong sales slant, viz., the controversy over sheathing versus no sheathing on stucco houses. It has been arranged to seek the answer by means of a series of special tests at Washington. Cooperation will be furnished by the National Lumber Manufacturers' Association, the Portland Cement Association and Associated Metal Lath Manufacturers.

Sales managers who are desirous of obtaining the annual reports of various government departments, bureaus and independent institutions may make memorandum that all these reports, for the fiscal year ending June 30, 1923, will be released on various dates in December. Applications in advance to the chief clerk of any department or branch should insure dispatch as soon as the desired report is ready for mailing.

The U. S. Department of Commerce is making rapid headway with its dictionary of specifications. During the past month specifications have been collected from more than seventy-five per cent of the important national technical associations, trade associations, and governmental publishing agencies that have issued specifications. About 5,000 specifications have become available from the above sources. The cooperation of an advisory board will be used as the basis for selection of specifications for inclusion in the dictionary. It has been discovered that of the 20,000 commodities purchased by federal, state and municipal governments and public institutions more than seventy-five per cent are not at the present time covered by specifications. This indicates that the forthcoming issuance of a classified list of existing specifications will be merely the first step in a gradual

alignment that may require a number of successive editions of the dictionary to bring to completion.

A new sales censor joins Uncle Sam's staff this autumn to occupy a position that has long been vacant. Dr. Charles A. Browne of New York becomes chief of the Federal Bureau of Chemistry (the position so long held by Dr. Harvey Wiley and later by Dr. Carl L. Alsberg), and in that capacity will have charge of the enforcement of the U. S. Food and Drug Act. In popular conception, this part of Dr. Browne's duties consists in supervision of the labels of foods, drinks and medicinal preparations, entering interstate commerce in order to make sure that there is no misbranding. As a matter of fact, the contact with sales practice is far more extensive. Not only does the chemistry chief censor label statements, but likewise all claims as to curative powers, remedial effects, etc., appearing in leaflets, folders, booklets or printed matter of any description packed with the goods or handed to a purchaser at the time of sale. Going yet farther, this federal autocrat exercises what amounts to a censorship of display advertising relative to food and drug products, because of the contention at federal headquarters that statements made by a manufacturer in his advertising may be accepted as conclusive evidence of the meaning or interpretation which it is desired the public shall ascribe to statements on the label. Questions of policy which have remained in abeyance while the Chemistry Bureau was without a fully-constituted executive will now be disposed of.

Keep Prospect Files Alive

Dig through your salesmen's prospect files and throw out the deadwood. Too many salesmen spend too much time nesting on china eggs, little realizing that a prospect file is good only so long as it is kept alive. One sales manager makes it a rule to go through all prospect files once a month and take out prospects who have not been called on in the past thirty days. These prospects are turned over to new salesmen provided the new salesmen will agree to call on them the following week.



"Pay Dirt"

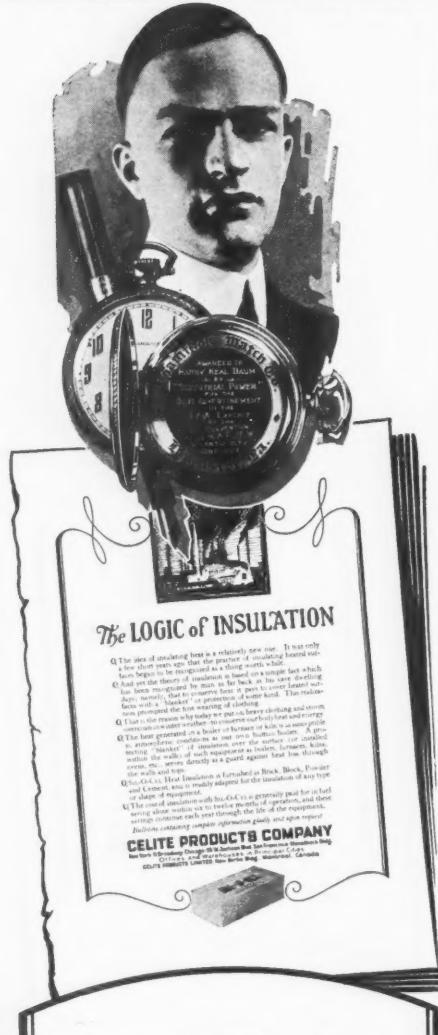
Let us "prospect" your business for the Dominant Idea—the *vital* reason for the existence of your business—the big inspirational selling idea that *overcomes* resistance and *implants* desire. It isn't usually on the surface. Let us help you *dig*.

**McJunkin Advertising
Company**

FIVE SOUTH WABASH AVENUE, CHICAGO



PRODUCING A CHAMPION



ABOVE is the advertisement that won "two firsts" in the Industrial Advertisers Division at the recent convention of the A. A. C. of W.

First, as the best individual advertisement in the entire exhibit of 121 contestants.

First, as the best advertisement in the Industrial Material Group.

Harry Neal Baum, Advertising Manager of the Celite Products Co. of Chicago, to whom these prizes were awarded, says that his success is greatly due to the complete service and close co-operation that PONTIAC gives him in connection with all his advertising plans.

PONTIAC planned the layout—made the drawings—set the type—produced the engravings and did the electrotyping; a four-in-one-service under one roof.

You should have this "Master Ad" in your files. A copy will be sent at your request.

PONTIAC
ENGRAVING & ELECTROTYPE CO.
727 S. DEARBORN ST.—OPPOSITE POLK ST. DEPOT—CHICAGO, ILL.

How a Sales Manager Can Make Himself More Valuable

(Continued from page 134)

not handle the smaller affairs of the business Joyce pitches in and tries his hand. An incident showing his ability as a salesman was related to me by one of the members of the Glidden organization. It seems that one of the factories closed down during the depression for lack of orders. It was reported that there was no business to be had. The market was dead, so there was but one thing to do in the opinion of the men in charge of the factory—to close up and wait for business conditions to improve. Mr. Joyce didn't see it that way. He packed his bag and went out after orders. In a few weeks he had sold the output of the plant for several months ahead, and saved the organization a tremendous loss.

Mr. Joyce is a master salesman, as this little incident indicates. "Sales Management" Magazine put the ban on the phrase "master salesman"—it has been so overworked—but the bars come down in this story, for Joyce is just that—and more. He is a born organizer and leader of men. But not the desk pounding, blustering Simon Legree, who drives, but the quiet, inoffensive, sincere type of man who wins through persuasion and logic. He is tall, slender and moves rapidly when at his work, talking in a low tone, but with both eyes on the listener, saying much in a short time, but without giving you the impression that he is talking fast.

A Former School Teacher

Mr. Joyce's career started in the country school house where he was paid something like twenty dollars a month. After a short while in the agricultural and implement business he started as a salesman for Swift & Company and eventually worked into the paint and varnish business where he soon astounded the industry with his sales achievements. From salesman the next step brought him to a branch management and from there to the general directorship of sales of one of the largest paint organizations in the country.

In 1917 Joyce and his associates obtained control of the Glidden Varnish Company, who were made

famous by Jap-a-lac. He immediately changed the name to the Glidden Company, so that the public would not think solely of varnish in connection with the company's products.

To get away from the seasonal fluctuations in sales and to diversify the Glidden line, Joyce soon began negotiations which eventually resulted in the amalgamation of a number of paint and varnish companies, some of them being among the best known names in the industries. The brands and corporate names of all the new companies were retained, but the ownership is in the name of The Glidden Company at Cleveland.

From Coast-to-Coast

Today The Glidden Company controls the following well known paint concerns: Heath & Milligan Mfg. Co., Chicago; Adams & Elting Co., Chicago; Campbell Paint & Varnish Company of Dallas and St. Louis; The A. Wilhelm Co., Reading, Pa.; T. L. Blood & Co., St. Paul; American Paint Works, New Orleans; Glidden Company of California, San Francisco; Twin City Paint & Varnish Co., St. Paul; Forest City Paint & Varnish Company, Cleveland; Nubian Paint & Varnish Company, Chicago; Glidden Company of Massachusetts, Boston; Glidden Company of Texas, and the Glidden Company, Ltd., of Canada, Toronto; The Mound City Linseed Oil Co., St. Louis, Mo.

There are several other allied plants which are not included in this list which manufacture other materials more or less allied with the paint industry.

The officers of The Glidden Company are all working officers; one vice-president has charge of sales and operations of certain departments, and certain subsidiaries. The other vice-president does the same thing for the balance of the organization.

The country is divided into eight regions and each region is under the leadership of a regional sales manager who is responsible for sales and expenses in his region.







ROTOGRAVURE

Prints Perfect Pictures - the Universal Language

SThere a Rotogravure section in your paper?

The camera, eye witness of world events at home and abroad, gives you through Rotogravure, truthful pictures of people and happenings everywhere. From the far corners of the earth it gathers photographs that convey accurate, clear-cut conceptions of things you would like to see if you could be everywhere at one time.

The newspaper with a Rotogravure section touches your home with the broadening influence of knowledge of world activities, gained from interesting pictures. Men and women of the hour, ceremonial occasions, beautiful scenery, the stage and its stars, fashions, the world of sports and its personalities, all sweep before your eye in an ever-changing, ever-absorbing procession. In pictures, the one language that needs no interpreter, Rotogravure brings the beauty, the culture, the progress of the world to your entire household.

Above all, Rotogravure is truthful and accurate. Without favor or prejudice, it presents things as they are. Rotogravure is clean and wholesome but alive and full of zest,—human but not sensational.

This is the first of a series of articles published by Kimberly-Clark Company, who manufacture Rotoplate, a perfect paper for Rotogravure printing.

These pages show the scope of Rotogravure journalism. If there is a Rotogravure section in your local paper you will find it listed in company with the finest newspapers published in America.

There are many good newspapers of importance which are not yet equipped to supply Rotogravure due to present building limitations or contemplated changes in presses, but which have indicated their intention to add this feature. So watch for future announcements.

Kimberly-Clark Company

ESTABLISHED 1872
NEW YORK, 51 Chambers St. CHICAGO, 208 S. LaSalle St. LOS ANGELES, 510 W. Sixth St.

How Rotogravure Helps Newspapers and their Advertisers

1. Gives added tone
2. Gets results for local advertisers
3. Creates new advertising
4. Increases circulation
5. Intensifies national magazine advertising at local points

Here is an organized effort to help newspapers capitalize the benefits of Rotogravure in a still larger way. Above is reproduced the first advertisement of a series of color pages in the Saturday Evening Post—double spreads and single—which are creating additional prestige for Rotogravure newspapers.

The single pages appeal directly to newspaper readers emphasizing the news and educational value of Rotogravure, and listing the names of 92 newspapers carrying Rotogravure. The doubles carry the same copy appeal and reproduce the mast heads of papers in which the Rotogravure Section is a regular feature. This campaign will greatly extend the influence of Rotogravure, making it still easier for newspapers to take advantage of its proved revenue producing power.

Kimberly-Clark Company

ESTABLISHED 1872
Neenah, Wis.

NEW YORK, 51 Chambers St. CHICAGO, 208 S. LaSalle St. LOS ANGELES, 510 W. Sixth St.

"AS YOU WOULD SEE IT IF YOU WERE THERE"

"AS YOU WOULD SEE IT IF YOU WERE THERE"

This advertisement and the one on the preceding page are published to promote public interest in Rotogravure and the papers which carry Rotogravure sections. Kimberly-Clark Company, Neenah, Wisconsin, manufacture Rotoplate, a perfect paper for Rotogravure printing, which is used by the following papers:

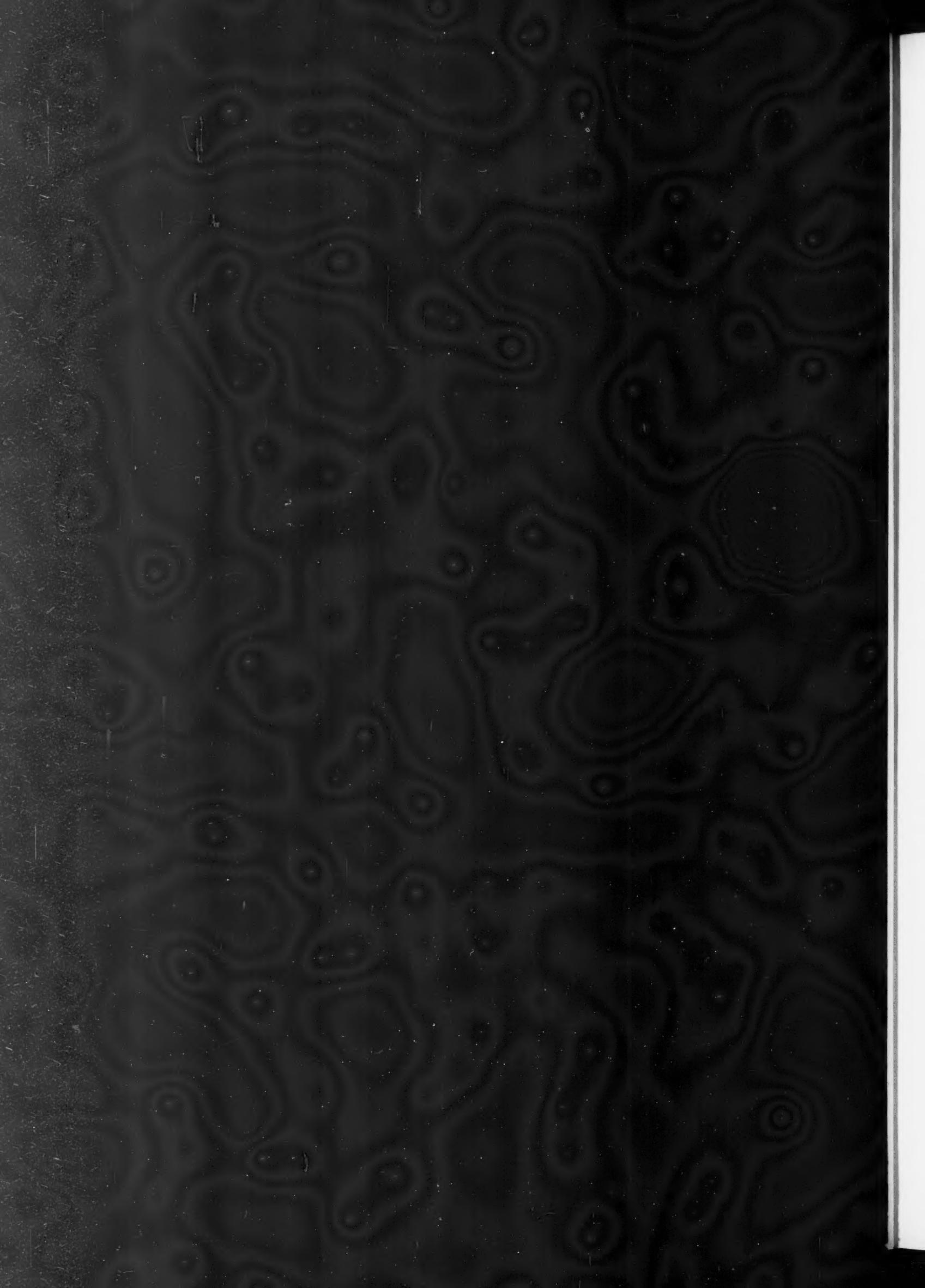
CITY	PAPER	CITY	PAPER
Albany, N. Y.	Knickerbocker Press	Minneapolis, Minn.	Journal
Asheville, N. C.	Citizen	Minneapolis, Minn.	Tribune
Atlanta, Ga.	Constitution	Nashville, Tenn.	Banner
Atlanta, Ga.	Journal	New Orleans, La.	Times-Picayune
Baltimore, Md.	Sun	Newark, N. J.	Call
Boston, Mass.	Herald	New York, N. Y.	Corriere D'America
Boston, Mass.	Traveler	New York, N. Y.	Evening Post
Brooklyn, N. Y.	Standard-Union	New York, N. Y.	Forward
Buffalo, N. Y.	Courier	New York, N. Y.	Herald
Buffalo, N. Y.	Express	New York, N. Y.	Il Progresso
Buffalo, N. Y.	Times	New York, N. Y.	Times
Chicago, Ill.	Daily News	New York, N. Y.	Tribune
Cincinnati, Ohio	Commercial-Tribune	New York, N. Y.	World
Cincinnati, Ohio	Enquirer	Omaha, Neb.	Bee
Cleveland, Ohio	News-Leader	Omaha, Neb.	News
Cleveland, Ohio	Plain Dealer	Peoria, Ill.	Journal-Transcript
Denver, Colo.	Rocky Mountain News	Philadelphia, Pa.	Public Ledger
Des Moines, Iowa	Register	Providence, R. I.	Journal
Detroit, Mich.	Free Press	Rochester, N. Y.	Democrat-Chronicle
Detroit, Mich.	News	St. Louis, Mo.	Globe-Democrat
Erie, Pa.	Dispatch-Herald	St. Louis, Mo.	Post-Dispatch
Fort Wayne, Ind.	News-Sentinel	St. Paul, Minn.	Pioneer Press-Dispatch
Grand Rapids, Mich.	Herald	St. Paul, Minn.	Daily News
Hartford, Conn.	Courant	San Francisco, Calif.	Chronicle
Havana, Cuba	Diario De La Marina	South Bend, Ind.	News-Times
Houston, Texas	Chronicle	Springfield, Mass.	Republican
Indianapolis, Ind.	Indianapolis Star	Syracuse, N. Y.	Herald
Kansas City, Mo.	Journal-Post	Syracuse, N. Y.	Post-Standard
Los Angeles, Calif.	Times	Waco, Tex.	Herald
Louisville, Ky.	Courier-Journal	Washington, D. C.	Post
Louisville, Ky.	Herald	Washington, D. C.	Star
Memphis, Tenn.	Commercial-Appeal	Waterbury, Conn.	Republican
Mexico City, Mex.	El Universal	Wichita, Kan.	Eagle
Milwaukee, Wis.	Journal		

Rotogravure is also available through syndicate services which supply sections to the following:

CITY	PAPER	CITY	PAPER
Ashland, Ky.	Independent	New Bedford, Mass.	Times
Bethlehem, Pa.	Times	Olean, N. Y.	Herald
Darien & Stamford, Conn.	Review	Orange County, Fla.	Winter Park Herald
East Stroudsburg, Pa.	Press	Paintsville, Ky.	Herald
Edgertown, Mass.	Vineyard Gazette	Philadelphia, Pa.	Item
Ellicott City, Md.	Times	Pineville, Ky.	Sun
Foley, Ala.	Onlooker	Plant City, Fla.	Courier
Manchester, N. H.	Union Leader	Portsmouth, Va.	Star
Middletown, Ohio	Journal	Towson, Md.	Jeffersonian
Milford, Ill.	Herald	Utica, N. Y.	Observer

ROTOGRAVURE

Prints Perfect Pictures - the Universal Language



Five New Accounts per Salesman

Some sales plans used by The National Biscuit Company which can be applied with equal effectiveness by the small organization

By Roland Cole

EARLY in this present year the management of The National Biscuit Co. decided that it wanted better distribution. There were a lot of untacked spots on its sales map which shouldn't be—11,000 to be exact.

Now, when The National Biscuit Company sets its mind on doing something it doesn't waste any time in making a lot of fancy plans and charts, but takes Goethe's advice and begins it. It made a survey of each sales territory, set a quota for five new accounts for each salesman, and let it be known in no uncertain tone that the N. B. C. expected every man to do his duty. And they did. Five new accounts each for 2,200 salesmen would have been 11,000. When the returns were all in the total of the new accounts put on the books by this drive was 13,882. Not so bad for a concern that is generally supposed to have 100 per cent distribution, is it?

Big Ideas Make Big Business

"But," pipes the sales manager who operates ten men in central Arizona, "that doesn't mean anything in my young life. I'm fed up with hearing about how these big concerns do it. I'm only a little fellow. What I want to know is how the other little fellows do it. Time enough to consider the big ones after I get big."

"I make men's hats. We were a retail business, originally established as a general store dealing in hats, coats, furs, blankets, harness, and similar articles. The men's hat end of our business developed into a large department. Ten years ago I came into the business from college and conceived the idea of making our own hats—establishing a little manufacturing business apart from the retail business. I wanted to build a national business—sell my hats to our retail store and go out and sell other retailers in other cities. And I'm doing it. But on a

pitifully small scale. I want to break over my barriers and get enough volume to pay my cost of selling. But I haven't the organization, the facilities or the knowledge to do it. Mr. Stetson and Mr. Mal-

Million Dollar Sales Plans and Thousand Dollar Budgets

We are constantly receiving complaints from subscribers that we pay too much attention to what the million-dollar sales organizations are doing, and not enough attention to activities of medium-sized concerns. These subscribers contend that they cannot afford to spend the money in working out a sales plan that a larger organization can spend.

We do not expect that all of our subscribers are in a position to employ the methods used by The National Cash Register Company, Fuller Brush Company, or the National Biscuit Company mentioned here. That is not the idea. But these larger organizations are doing things. Backed by unlimited funds they are able to conduct experiments in selling which the medium-sized organization could not afford.

As a sales executive it is important that you keep informed of these new developments. The sales department is directly responsible for the expansion of the business. The only way your business can become a bigger business is by studying the methods of bigger businesses.

lory are the big toads in my puddle, but they talk in terms beyond my grasp. I am languishing to hear somebody of my own weight, only a little bit more accomplished, tell me how he does it. Get me?"

Many sales managers are similarly situated. That is, they are interested in the problems of the enormous institution, but they would

like occasionally to hear discussion on those problems "rheostated" down to a strength where they could listen in without danger of having their fuse blown. If the hat manufacturer referred to—or the sales manager of a specialty like an adding machine or a vacuum cleaner—or the man about to bring out a new food product or toilet article, or the salesman who is trying to sell an electric drill or a new spark plug, could get the big organization man to talk simply in terms of one town or one store, or one item of his line, he would derive some help therefrom.

Four Usable Plans

The National Biscuit Company, it is true, is an enormous institution, with forty factories and about 200 distributing branches scattered throughout the United States. They operate between 1,200 and 1,250 horse-drawn vehicles, between 750 and 800 automobiles and employ in the neighborhood of 2,200 salesmen—about one for every route. The small manufacturer of a packaged food product, struggling with volume, sales cost and distribution, thinks of The National Biscuit Company and then thinks of something else—quick. Looking to the N. B. C. for help, he thinks, is like the housekeeper who subscribed to Babson's statistical service for guidance in operating her household budget. But if the small manufacturer could be taken into a grocery store and could observe the merchandising methods of the local N. B. C. salesman in that particular store, he would probably find there an idea or two that he could adapt with profit to himself and no harm to N. B. C.

Some of the sales methods of the N. B. C. can be studied with immense profit by the sales manager of a growing business. A chat with the company's sales manager the other day touched on four subjects which, I believe, are pregnant with possibilities for any one interested

in sales—from the retail sales person to the general sales manager. They are (1) a "system" of meetings for gathering sales ideas; (2) the value of the periodical drive for increasing the number of customers or the volume of sales; (3) the question of simplicity in the line—whether to lop off or add on, and how to test out new items; and (4) advertising at the point of sale or increasing the sale to the individual customer.

Hidden Nuggets in Suggestions

One of the commonest mistakes made by sales managers—particularly the sales manager whose proposition is in a formative stage—is neglect of suggestions made to him by his own people. Even if there be but one salesman on the force, that man is a point of contact, and just so long as he is in circulation—so to speak—he is, whether he will or not, gathering sales germs, like a dollar-bill. Sometimes he runs down his sales manager and makes him listen. More times he does not. But if he is a "going proposition"—if he makes good as a salesman—he is worth "washing out" for what has stuck to him in going to and fro. The sales manager who does not regularly meet with his man or men is divided against himself and is inexpugnably entered for a cropper.

Many sales managers will object that it is sometimes an advantage not to be too accessible to the salesmen. When introducing a new thing, or during the experimental period, men bring in nothing but objections. Every time you give a salesman a chance to speak he tells of a new reason why the scheme is no good.

The N. B. C. takes no chances, either on the score of missing good suggestions from their salesmen, or in seeking to avoid the worthless or ill-considered. There is held, once each year, a general meeting of district sales managers with the officers of the company. Everything affecting N. B. C. sales and advertising policies is brought before this meeting, suggestions on the line, and so forth. The head of the sales organization—the sales manager and assistant sales managers—is in New York. Under the sales manager are the twenty-five district sales managers; under them are 200 sales agents; and under the sales agents are the 2,200 salesmen. In prepara-

tion for this annual meeting, each district sales manager has previously held meetings with his sales agents. The sales agents have held meetings in turn with their salesmen. Every sales representative has not only been given an opportunity to speak, as he might be moved, but has been urged to.

This "system" of holding meetings works like a sorting machine. Inutile ideas are killed in the early meetings. A plausible idea may survive through a number of meetings before its ineptness is found out. Or a feeble idea may see the light in one of the lower meetings and gather strength as it is passed along until it reaches the annual meeting. Many a promising idea reaches the big meeting, is sent back to its originator and is voluntarily killed by the man who set it going, not because of disappointment on his part but because he has learned, in the interim, that something else would work better or the time was not ripe for it.

The Periodical Sales Drive

All this seems like a waste of time—that the benefit derived from it is not worth the trouble. On the contrary, a great many valuable ideas are by this means brought to the front every year. But the real point is that the sales organization is a living organism—there is intake and outgo, a circulating system, assimilation and growth. And where such things are lacking the proposition becomes simpler and simpler until it stops. The hint in this for the smaller sales manager is that plenty of healthy trouble is not a bad sign at all.

The value of a periodical drive is pretty nearly a fundamental N. B. C. policy. Sales managers are not all agreed that special drives are an unmixed good—'tis a sport, as Shakespeare might say, that is apt to hoist the engineer with his own petard. Drives, say some, turn into joy-rides that too often end in the hospital. The extra sales made under pressure are about equalized by the lull after the storm. And many more words to the same effect.

Now the fact of the matter is, as every sales manager knows who has mastered the technique of the sales drive, so to speak, that the drive, held under control and properly directed, is a great power for good. Many a sales executive, when

launching a new proposition, has failed to remember it in time and put it to work. Unsuccessful drives are those that are designed to pile up a heavy inventory at the factory, or to over-load the jobber, or choke the retailer with a rush of stock to the shelves, or sell the consumer two automobiles when he has use for only one. But the drive for new customers, or new uses, or new markets, or to introduce a new product—the history of successful salesmanship is pretty largely made up of those kind of drives; and when harnessed to advertising that synchronizes sales pressure on jobber, dealer and consumer, so that when the consumer walks into the store, advertising and goods are there to greet him, how can that kind of a drive be anything but successful?

One Town At a Time

The sales activities of the N. B. C. are a succession of drives. Or perhaps it would be better to say their entire sales campaign is a drive—with variations. Their plan of featuring monthly leaders in their advertising is an illustration. The theory back of the idea is not to force neglected items into circulation, but rather to hitch the whole line of products to a leader, and by concentrating advertising and selling effort at one point, sell more of all products.

The reader, assuming his business is a smaller one than N. B. C. will wonder, probably, where such a plan could possibly help him. Speculating on the possibilities of an idea never got anybody anything. "Doubt of whatever kind," said Carlyle, "can be ended by action only." The thing to do is not to swallow the idea as a boa swallows a guinea pig, but try it out in a town or a territory at a time.

When Flyosan, a preparation for killing insects, wanted to get metropolitan distribution, the sales manager went after one chain of drug stores and said to the manager, "I want your order for a certain quantity of my product, the use of your windows for a definite period, the cooperation of your sales people, and I will sell it for you."

William F. Plowfield, president of the Colonial Chemical Company, makers of Flyosan, told the writer: "I selected three New York news-

(Continued on page 213)

This one simple idea pays the salaries of our sales department

A big sales executive tells how he overcame his case of "business blindness" and how he found \$100,000.00 worth of business hiding in his card files.

by a National Sales Manager

EVERY sales manager believes that he is worthy of his hire. He knows that he is hired to direct sales in a way that will make money for his house. If he is successful his salary is easily covered in the volume of sales. But when I found that with a simple idea applied in my own office I could make enough *EXTRA* money to pay my salary and those of my four assistants year after year, I felt ashamed for not having thought of it earlier.

Designed a Special Card

As a sales manager, I know full well that it's not always the getting of new accounts that builds up a business, but the working of the accounts you have. Therefore I've always made it a point to keep as well informed as I could on customer activity. What each customer was doing, what and how much he was buying from us, whether his orders were increasing or decreasing—these and a half a dozen other points I found decidedly advantageous to have at hand for the purpose of intelligent sales work. In fact, I was so strong for the recording of this information that I took it upon myself to design a special card for our customer files.

I was quite well pleased with my record-keeping—so much so, in fact, that when a certain gentleman one day maneuvered his way into my office only to open up on me on the subject of sales records I was not slow to tell him that I had a perfectly satisfactory system.

My System Challenged

"But have you?" he countered, quickly following with a couple of questions I could not turn a deaf ear to.

"Name one of your customers, any one" he said. I gave him Smith Bros., of Oshkosh. "All right," he continued, "how quickly can you give me the status of this account? How quickly can you tell me how much Smith Bros. bought of you last year? How much last month? What items they bought most of? What item, if any, they bought none of? How the various figures for this year and this month compare with foregoing periods?"

"I'll have the dope for you in a minute," I said, and called the lady in charge of the records. But, to my discomfiture, I'll admit, it took considerably over a minute to locate the card—and when I did get the card I was astonished with the facts it presented. We hadn't sold Smith Bros. a dime's worth of goods in three months, and we should be making regular monthly sales and deliveries.

Records Hide Vital Facts

"Here is the trouble," said my friend not unkindly, "your records hide the very facts you want constantly flashed before your eyes." How much other information of vital value do you suppose we concealed in those drawers? Then he proceeded to show me the difference in another way of record-keeping.

"Just try this new method out for a while and see how much business you've been losing," he said. I could see from the very first that his method was the one for efficiency.

Every card was in sight—within 3 seconds of my finger tips. Everything pertaining to customer and sales activity was visualized before me—my eye flagged automatically to the facts needing attention. In short, a bird's-eye view of every factor of my sales work.

Results Were Amazing

I lost no time in transferring all my records to this new visualizing equipment and the results were nothing short of amazing. We cut our record-keeping costs two-thirds. We added at least 25% to the efficiency of our sales work. In fact I am willing to state that we got at least \$100,000 worth of business out of our old accounts we would never have gotten under the old system of record-keeping. The profits on that business pays all the salaries of our sales department. By using our Acme System, as it is called, I know I am selling enough *more* goods each year to make my department cost-free to the firm. As I look back, I realize that I had been afflicted with business

blindness, the tragic part of which disease is that you *think* you see and don't!

Make This Efficiency Test

How about your records? We have an interesting test you can apply to your sales records, stock records, credit records, employee records, in fact to any sort of records, that show you in a few minutes just how efficient your particular record-keeping is. This test is sent prepaid and free with a copy of our catalog describing ACME VISIBLE RECORDS EQUIPMENT in full. Your name and address in the coupon below will bring you this information.



Is "business blindness" your trouble?

No matter how carefully you keep your records, if they are not *instantly* visible to your eye, your very records become "binders." You think you see, but don't. Business blindness! Acme Visible Records Equipment will visualize your whole business in a way that will increase sales, prevent losses, lower manufacturing costs, reduce inventory and cut clerical expense. Let us show you what Acme will do for you. Use the coupon below.

ACME CARD SYSTEM CO., Dept. SM-1123
114 South Michigan Avenue, Chicago

Please send catalog and sample forms applicable to..... (kind of record).

Name.....

Address.....

By.....

ACME VISIBLE RECORDS EQUIPMENT

THE
ERICKSON COMPANY

Advertising

381 Fourth Avenue, New York



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
WELLSWORTH GLASSES
MCCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
COLUMBIA WINDOW SHADES
TARVIA
WALLACE SILVER
ENCORE PICTURES
NEW-SKIN
RUBBER ASSOCIATION OF AMERICA
WESTINGHOUSE AIR-SPRINGS
BARRETT ROOFINGS

What we've done for others we can do for you

Could Sales Managers' Clubs Foster Schools for Salesmen?

By a Member of the Dartnell Editorial Staff

The success of the Cleveland Advertising Club in operating an advertising school for the past four years led to the establishment of a sales school which just started its second year. There is a dearth of good salesmen everywhere, and if sales managers' clubs want to do something other than sit around at luncheons and tell stories perhaps the plans of the Cleveland Advertising Club outlined in this article will hold the germ of an idea.

THE article "What Is the Matter With Our Sales Managers' Associations?" in the September issue of "Sales Management," has started a flare of discussion. Some readers agree with us. Others say we were dead wrong. Whether you agree or disagree, the interest awakened indicates that the subject is timely and vital. It proves that executives are interested in getting together and exchanging ideas and rubbing elbows, provided a worth-while return can be obtained.

Not the least of the reasons behind the desire to join the various associations and clubs is the sincere desire to help some one. Most everyone wants to share his knowledge, lend a hand for the common good, and advance business ideals to a higher place. The successful crystallization of this desire to help has taken place in Cleveland for the past four years, and just at the beginning of the fifth term it seems fitting to tell of the activities of the Cleveland Advertising Club in sponsoring the Cleveland Advertising School.

The Sales School

The Advertising School has been so successful that last year a second movement was started, which culminated in the Sales School of the Cleveland Advertising Club, which started its second season Friday, October 19th, at the Statler Hotel in Cleveland. Both schools are under the leadership of Dean Chas. W. Mears, nationally known as the former advertising manager of the Winton Company, twice president of the Cleveland Advertising School, and at present head of his own organization.

"Some years ago," said Mr. Mears to a member of the Dartnell editorial staff, "the members of the Cleveland Advertising Club decided that they ought to do something for

the profession in which they were engaged that would endure—something that would grow in importance and actually be of lasting help to the profession and its members. Out of this idea came the Cleveland School of Advertising.

"From the start it has been successful. Business men and women, executives, owners of stores, young men and women just starting in advertising work, and even some who had never been in advertising or sales work at all, were among the first members of the class. There were seventy-one graduates at the end of the first year, many of whom have since developed into successful advertising and business executives. Some of our first-year students claim they actually found themselves through their work at the school.

A Story of Results

"I recall a few striking instances of men and women who, perhaps, would have remained in routine work had it not been for the help and inspiration they received from the instruction and associations at the school. One fellow, a low-salaried department store advertising man, soon obtained a \$25,000 a year position in one of the country's really big department stores. He is today editor of a nationally known retail advertising service used by big department stores everywhere. Another man was a member of the advertising department of a large store. He has since risen to a position of the board of directors and is in control of all the store's advertising activities and policy. Another instance is that of a young lady who is now advertising manager of a chain of restaurants in the east who, until she started in the school, had never written a line of copy in her life.

"Many of those who enroll are already experienced and successful advertising men and women, others are business executives who realize that they must never stop learning, or who realize that they must understand the fundamentals of advertising if they are to progress in business."

The school is entirely self-supporting, and all the members of its staff and all lecturers are paid. There is no charitable work connected with the school, as each student pays a tuition of \$105, so that every student is deadly in earnest, and has something more at stake than the mere time involved.

Two hours a night are devoted to the school work, and classes are held twice a week. The first hour is devoted to the lecture and the second hour to questions from the student body. Some of the country's leading advertising and sales managers have lectured at the school.

The course is fitted to the immediate needs of the business world, therefore no text books are used. All instruction given is tested by its application to business problems of the present day. Clinics are frequent and the best examples of modern advertising are used to illustrate the fundamentals taught.

The Human Side of Selling

"It is our aim to teach fundamentals," says Mr. Mears, "since all printed advertising is addressed to human beings—successful advertising demands first of all a thorough understanding of the workings of the human mind, so we try to teach the human side of business as it applies to advertising."

Some of the best known advertising men in the country have helped make the school a success—it is not a one-man affair. George Burton

Good advertising
isn't written—
IT GROWS!

The advertisements that sell goods are the ones that are written and re-written, added to and taken away from, until every word and phrase tells its own story—the ones where the pictures and the arrangement are effective, rather than merely "artistic."

We are particularly equipped to work with clients who are more interested in individualized advertising, which builds for profits, rather than that which startles the eye but does not produce cash-drawer results.

IRVIN F. PASCHALL
INCORPORATED
Advertising Counsel
McCORMICK BUILDING
CHICAGO

Hotchkiss, head of the Department of Advertising and Marketing of New York University, will lecture on Copy early this term; Henry Turner Bailey of the Cleveland School of Art, on Art in Advertising; E. J. Kilduff, Professor of Business English, New York University, on English in Advertising; Fred Farrar on Type and Composition; Ben Nash, of Sterling-McMillan-Nash Advertising Agency, New York, on Layout; Robert Updegraff on Digging Out The Big Idea; Roy Eastman, of the R. O. Eastman Company research organization of Cleveland, on Market Analysis.

The subject of media, "Carriers of Advertising," as Mr. Mears speaks of them in the school's announcement, will be handled by the following men, most of whom "Sales Management" readers will recognize as leaders in their respective lines: S. R. Latshaw, advertising manager, Butterick Publishing Co., New York, on National Magazines; John A. Dickson, general manager, Chicago Herald-Examiner, on Newspapers; Mason Britton, of the McGraw-Hill Publishing Company, on Business Papers; Homer J. Buckley, of Buckley, Dement & Co., Chicago, on Direct By Mail; Amos Parrish, editor of the Retail Review, New York, on Department Store Advertising; C. H. Henderson, publicity manager, The Union Trust Company, Cleveland, on House Organs; S. Roland Hall, advertising specialist, Easton, Pennsylvania, on Letters; Arthur Judons, of Fuller & Smith, Cleveland, on Catalogs, Booklets and Folders; Jay Iglauer, controller, The Halle Bros. Co., Cleveland, on Expense Control.

Work That Endures

With this list of lecturers, in addition to the careful teaching of the fundamental principles of advertising, it will be seen that the Cleveland Advertising Club is doing a work that is bringing thousands of dollars' worth of experience to those who want it for the few dollars charged as tuition.

Knowing that the best advertising in the world will fall short of its mission without the proper sales force behind it, the Cleveland Club last year started a sales school, designed to do for the sales field what the advertising school is doing for the advertising field. The sales

school will meet but one night a week, devoting two hours to practical study.

Mr. Mears is also at the head of the sales school and has obtained the cooperation of some of America's leading sales managers who will lecture during the coming fall and winter. Many readers will recognize the names of some of the lecturers at the sales schools as frequent contributors to "Sales Management." R. J. Comyns, director of sales, Alexander Hamilton Institute; A. H. Duete, Borden Sales Company; L. V. Britt, sales manager, Burroughs Adding Machine Company; Saunders Norvell, chairman board of directors, McKesson & Robbins; M. Melius, sales manager, H. J. Heinz Company; W. C. Dunlap, sales director, American Multigraph Sales Company; Martin L. Pierce, Hoover Suction Sweeper Company; Winslow Russell, vice-president and general manager, Phoenix Mutual Life Insurance Company; E. St. Elmo Lewis, F. A. Wilson-Lawrenson, Carbide & Carbon Company; and J. George Frederick, president of the Business Bourse, are some of the men who will help put over the sales school this term.

Something to Do

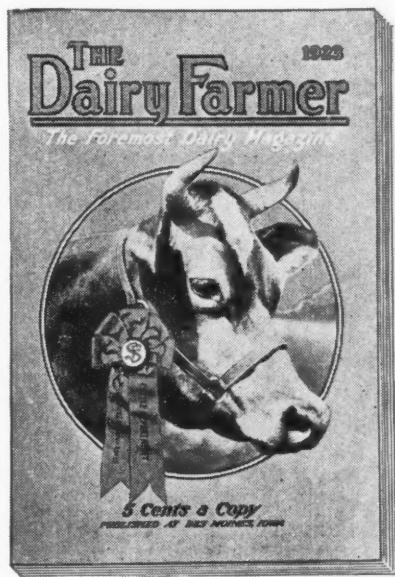
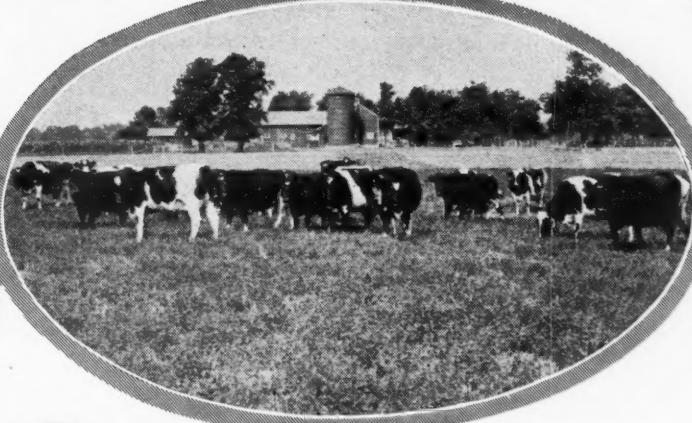
We have described the work of this school to show what a difference there is in the work of a club or an association that really tries to do something, and one which merely drags in the most convenient speaker, holds a luncheon or dinner once a month, or once a week, and then wonders why more men don't come out and take an active part in the club or association work.

Start something—help somebody—give the members something to do. Let each man feel that he is responsible for some certain thing, and every club, whether it is a sales managers' or an advertising club, will soon become a very real, and very helpful part of the community.

Andy Gump and his brush manufacturing company has competition! The Parisian Novelty Company of Chicago has placed on the market a novelty in the form of a combination brush and mirror. It is being displayed and sold by a number of drug stores in the Chicago downtown district.

The 24 Hour Crop

From Cow to
Cream Check
Daily



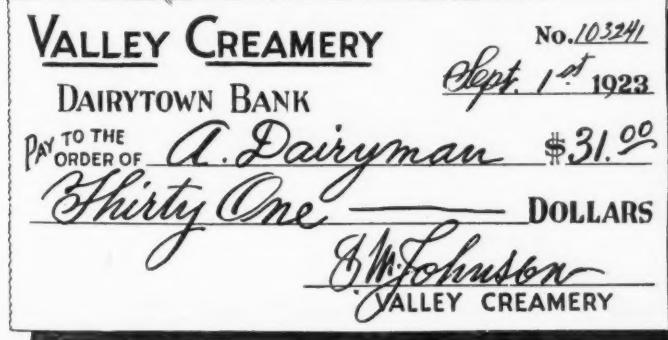
MILK AND CREAM, the principal products of the farm dairy, are A 24-HOUR CROP.

In how many other lines of business do you find 365 turnovers in a year?

This frequent and continuous turnover means a steady flow of cash into the pockets of more than 125,000 readers of THE DAIRY FARMER. They have ready cash to meet the daily needs of the dairy farm, the home and family.

Readers of THE DAIRY FARMER study and practice good business methods. Its editorial columns are their best authority. They have active checking accounts, and it naturally follows that their purchases are influenced by the advertisements in their favorite paper—THE DAIRY FARMER.

Our Bureau of Market Analysis is in constant touch with the dairy market. Write for definite information which applies to your business



The Dairy Farmer
E. T. MEREDITH, Publisher
Des Moines, Iowa

Fuller Holds House-to-House Selling Does Not Cut Sales Costs

Late in October, Alfred C. Fuller, president of the Fuller Brush Company, came to Chicago to address a meeting of his salesmen. A representative of SALES MANAGEMENT Magazine "covered" the meeting. Most of the things Mr. Fuller said in his address were for the members of his organization, but after the meeting he discussed with the Dartnell editorial man the much debated subject of whether or not direct selling reduces sales costs.

DIRECT selling, or distribution direct to the consumer through house-to-house salesmen, is not the open sesame to low distribution costs, or the answer to the cry for lower-priced goods, according to Alfred C. Fuller, president of the Fuller Brush Company.

During a recent visit to Chicago, Mr. Fuller talked with a member of the Dartnell editorial staff regarding the development of his business, and of the increase in the number of organizations that are selling through house-to-house salesmen.

"As far as we have gone in our business we have found that there is no short-cut to lower distribution costs," explained Mr. Fuller, "we do not even claim that our method of selling brushes is the cheapest plan which could be devised. But we do know that for our particular business it is the only plan we have found which will enable us to do the volume of business we are doing."

No Other Method Works

"Stores might sell a few of our brushes, but primarily our sales problem is entirely one of education. We make so many brushes with such a wide variety of uses that we could not hope to obtain our present volume of business were we to depend upon sales through retail channels.

"As far as I can see our only hope for lower distribution costs lies in our ability to improve the present methods of distribution. As now organized, I think stores, jobbers and wholesalers are absolutely essential and that they will always be necessary. We have no quarrel whatever with the retail business of this country, and we feel that if any lowering of distribution costs is to be brought about that it must come through improvement in the present methods rather than from changing the plan of distribution.

"Direct selling is a gigantic personnel and organization problem, but in the case of products such as ours, where personal sales contact with the ultimate consumer is the only method by which a large volume can be sold, the direct selling plan is the only one that will answer. While we have made use of advertising on a large scale, I do not believe that advertising could ever supplant the work of our salesmen.

Fifty Thousand Calls Daily

"Our present organization enables us to display our line of brushes to approximately fifty thousand consumers every day. In other words, our salesmen make that many calls each working day. We could not bring our products to the attention of that many prospects in any other way. It is true that advertising might accomplish it, but advertising cannot be depended upon to do the work of the salesman who meets his prospect face-to-face with a demonstration of the product."

I asked Mr. Fuller why it was that so few concerns have been successful in the direct-selling field—why it was that only a very few had risen to the point where they have the entire country covered with a trained organization and doing business that runs into the millions, as does the Fuller business.

"It seems to me that the failure of the direct-selling field to grow faster is due to the type of men most of the concerns employ. Now it is true that some of the direct-selling organizations have fine men, and are well organized, but on the whole I think that too many direct-selling organizations are made up of untrained men—men who have been recruited carelessly. The turnover of salesmen in this field is large at best, but too many organizations have not tried to hold their men, or have been unable to show them the real opportunities that exist in this work."

"As a matter of fact, I don't think any concern should try to distribute direct to the consumer, through house-to-house salesmen, unless they are sure that this plan is the only plan which will work in that particular case.

"The nature of the product should govern its method of distribution, in my opinion. If there are already established channels, which will provide for the distribution of a product, I can see no reason for any concern starting out to develop its own channels. We feel that there is room for our method of selling, just as there is room for, and a place for the retail store; and for us to try and say that our method is best for others, would be foolish. All we can say is that it is the best method we have found, and that it has worked very successfully for us.

The Organization Plan

"Distribution costs are tied up with so many other things that we cannot hope to lower them until other things are lowered. Take the cost of transportation, taxes, the increase in the wages of people connected with distribution—all these things enter into the high cost of distribution, and until they are lowered I can see no hope for lower distribution costs—at least no hope for lower costs through merely changing the method of distribution.

"The organization of the Fuller Brush Company allows for approximately one salesman for every 2,200 families, this being the number of calls our salesmen can make in about three months. On this basis our men call about four times a year on their customers. Perhaps in the future we shall add more items to our line and work each territory twice as often, by dividing the line into two parts and working one part of the line on one trip, and the second half of the line on the next trip."







"BRIGHT EYES"

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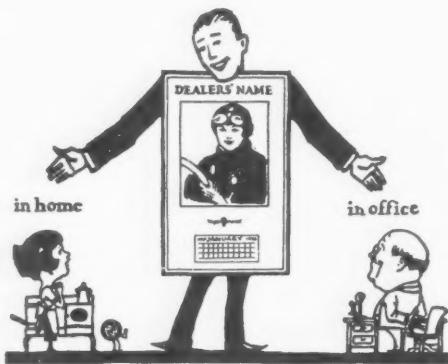
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Courtesy
The W. H. Hill Co.
Detroit

M-W advertising calendars, containing attractive, story-stelling pictures, are the "forget-me-nots" of business. If your product is marketed direct through retail merchants, tell us how many retailers you have and let us show you how their co-operation can be secured, *without cost to you*, in pushing the sale of your goods. Write us for particulars. We are sure you will be interested in our plan.

MAGILL-WEINSHEIMER COMPANY
Producers of SALES-MAKING ADVERTISING
1322-1334 SO. WABASH AVENUE, CHICAGO

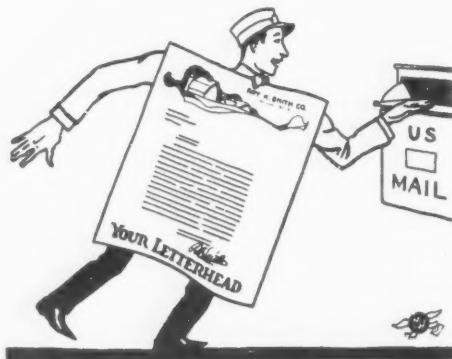
GOOD PICTURES GET YOUR ADVERTISING OR SALES STORY ACROSS QUICKER THAN WORDS



YOUR DEALERS' CALENDARS

"Your consumers would not think of permitting you to paint your trademark or your dealer's advertisements on their parlor walls. But because I tell them the day of the week and the month they are glad to hang me up in a conspicuous place in their homes and offices for a whole year, reminding them constantly of your product and where to buy it."

If your goods are marketed direct through retail merchants it will pay you to investigate our M-W Co-operative Calendar Plan, which gives you a year's display of your trademark in the homes and offices of your consumers without cost to you, and it enables your merchants to buy their advertising art calendars at one-third to one-half the usual price.



YOUR DEALERS' LETTERHEADS

"I am sent out to visit prospects and convert them into profitable customers; to investigate credit, to settle complaints and also collect money. When I'm attractively dressed I create a favorable impression and am able to get much better results."

Artistically illustrated sales letterheads, properly designed and printed in colors by our M-W Photo Offset Process have that soft, smooth, attractive finish that is so pleasing to the eye. Can your letterhead be improved? If so, let us help you do it.

MAGILL - WEINSHEIMER COMPANY
Producers of SALES-MAKING ADVERTISING
 1322-1334 SO. WABASH AVENUE, CHICAGO



GOOD PICTURES GET YOUR ADVERTISING OR SALES STORY ACROSS QUICKER THAN WORDS



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Putting the Neglected Product On the Dealer's Shelf

A Solution to the Problem in SALES MANAGEMENT for June

By J. J. McAleese

General Sales Manager, Pittsburgh Provision and Packing Co.

The problem to which Mr. McAleese refers is that of a manufacturer whose salesmen were playing favorites and neglecting certain products in the line. The company employs 150 salesmen, whose big volume comes from an advertised breakfast food. The men all favor the advertised product, which is easy to sell, and consequently the volume on other equally profitable products is not forthcoming. The winning solution was submitted by William Sample, vice-president, Purina Mills, St. Louis, and appeared in the August issue.

AM the sales manager of one of the largest small packing houses in the country. I have thirty salesmen under my direct supervision and one general salesman and have been up against the same difficult proposition on "How to Sell Neglected Products."

Besides the many packing house products, we now handle an extensive line of canned goods, butter, eggs and cheese. These latter commodities we have just introduced within the past six years and of course it required considerable work to persuade the salesmen who had always been selling the ordinary line of packing house products, that they could sell canned goods. But we had the stock in our house and had to sell it. Before you can sell a product to the retail trade, you must sell it to your salesmen. They must have absolute faith in the products they have to sell or they won't sell them. When we introduced our line of canned goods, we lacked experience along this line—we told the salesmen we had the goods, gave them the prices and told them to sell it. But they lacked enthusiasm. They didn't believe in the goods.

The Salesman Must Be Well Sold

One item in particular—bottled catsup—we knew we had a good product, made and packed by one of the biggest packers of this commodity, and there was no reason why it wouldn't sell. We knew, of course, in order for the salesmen to convince the trade we had something good, we would have to convince our salesmen. At one of our sales meetings, which we have on an average of once a month, we

opened several bottles of the catsup, put it on soda crackers and had each salesman taste it. They liked it and before the end of the sales meeting they agreed that it was good and believed they could sell it. We suggested that they try the same method with their customers. Each and every salesman left the meeting with a bottle of catsup and we waited for results. In less time than it takes to tell, they had tripled our sales on catsup—trial orders in every instance brought back repeat orders. Our plan had proved a huge success and in four months we had sold twelve cars of catsup.

Tasting Is Believing

They had convinced their trade as we had convinced them that it was good and they sold it, just as we had sold it to them. Every shadow of doubt must be removed from the mind of the salesman before he will sell his line of products with success.

We also purchased a large quantity of bulk and package mince meat of the best that could be obtained. We called a sales meeting. On the morning of the meeting, we had thirty-five mince meat pies baked by a good baker in the city and we served them hot to our salesmen. There is no need to say that they enjoyed them immensely. They knew they could tell their customers that they had tasted pies made with the kind of mince meat we had to offer and could boost it honestly. That fall we sold more mince meat than we ever believed we could sell—increasing our sales more than eighty-five per cent. Our salesmen were thoroughly acquainted with the product they had to sell.

We had the same experience with evaporated milk. We sold some of it but our sales were nothing to mention. The salesmen made such remarks as, "All evaporated milk is alike—ours isn't any better than any of the rest." We knew we had to relieve the salesmen of such ideas. We called a sales meeting similar to the two we had had on catsup and mince meat. We had some good coffee made, opened cans of the evaporated milk and served each fellow with a cup of good coffee. We told them all about it and gave each one a sample can. We increased our sales on evaporated milk from six cars a year to a car each week.

Of course, the salesmen must have the support of the house and the various departments that produce the commodities he has for sale. He must be suited to the class of people with which he has to deal and in order to determine this, a general salesman is an asset. From time to time in canvassing the various territories he will discover whether or not the salesman on the territory is in his element and whether or not his customers have faith in him. In the first place, the concern in question that employs one hundred and fifty salesmen has entirely too many men working under the supervision of one man.

Close Supervision Important

This concern should have at least five general salesmen who would go over the various territories and determine the qualities, disposition and general traits of the salesmen and to place them in their proper territories. The manufacturer, to persuade or induce his salesmen to

sell other products besides the "widely known and advertised breakfast food," must sell them to his salesmen. Bring them into the plant, show them what it is, tell them all about it, have them taste it—sell it to them. We have had, from time to time, the same difficult problem. The salesmen would become negligent and sell only the products that required no salesmanship to sell—products that everyone had to have and use. Practical experience has taught us that we must first sell our products to the salesmen.

Another example of practical experience with one of the largest products that we have to sell—beef—I might mention. We had a man on one of our territories who we considered an exceptional salesman but we didn't think he sold enough beef. In fact, he practically didn't sell any on his territory. On one of his trips to the plant, the superintendent of the beef department asked him why he couldn't sell beef. He answered, "I don't know anything about beef—I'm not a beef salesman."

Cash Prizes Advocated

So the superintendent told him he could sell beef if he wanted to, and said he would go with him on his territory and see if the reason he was not selling any beef on this particular territory could be determined. The superintendent knew the beef we handled and slaughtered was the best, we had good prices but we hadn't convinced this particular salesman. In the course of a few days the superintendent returned to the plant. He had sold beef on the territory and the salesman determined that he could sell it if the superintendent could. He became enthused, interested himself in the qualities of the beef and with the promise of the house that he would receive their support, went out on his mission.

The boss encouraged him, educated him on the subject of the beef and in a short time he practically tripled his tonnage on beef and he knew he could sell it. He had lacked courage, had devoted his time to the products he knew he could sell until the superintendent used his influence. Being convinced that he could sell beef, knowing he had the support of the house and that the quality of the beef was the best, he

encouraged the faith of his customers and they knew he would take care of them. We "sold" the beef to the salesman and he sold it to his customers.

We have also encouraged our salesmen in selling certain commodities with cash prizes. This will appeal to a great many salesmen but to others, it doesn't mean nearly so much as to see their names at the head of a contest. In other words, they aim for prestige. Knowing this, when the prizes are offered, we always publish the photographs of the prize winners in a paper that we issue from time to time. The appearance of their names and photographs in print means more to some salesmen than any cash prize you could possibly offer. Again, there is the salesman who must be "shamed" into selling certain commodities. Put a new man out on the territory—some one from the house who doesn't know a great deal about the art of selling. Let him use his efforts on the commodities that the regular salesman is not selling. When the regular salesman on the territory sees what the new man can do, and has done, he will become ashamed and will exert every effort possible to "beat" the sales of the substitute. Then, too, since handling a line of canned goods, we have given each salesman a Boston hand-bag to carry—a light, serviceable and neat looking bag of which they need not be ashamed to carry. We endeavor to see that the salesman's supply of samples are fresh and bear clean labels. We have had a great many of our canned goods packed for us under our own labels and the salesmen are more enthused than ever. They know what they are selling carries a good name and contains good products.

Each Salesman Different

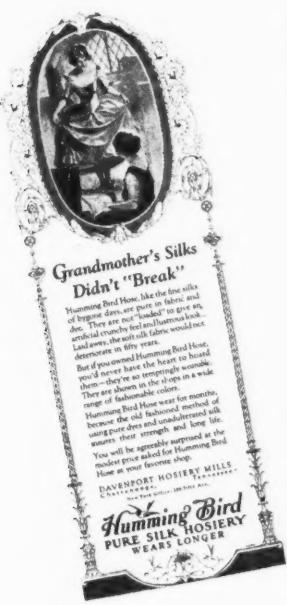
A salesman must be studied—the man in authority should know just how to treat the various men of his organization. Every man cannot be dealt with in the same manner. You must study each individual—there are no two alike—ascertain the fine and weak points of his character and disposition. He needs the assistance and encouragement of his house in every respect. He must believe in his employer as thoroughly as he believes in the products they manufacture. If he is dissatisfied with the house, he will never

prove a successful salesman. I have had twenty-five years of practical selling experience and I know just exactly what a salesman is up against. I do not believe a man who has never had any practical selling experience can prove a success in managing a crew of salesmen. Experience is a great teacher and the selling game is not an easy one. When I entered into the position of general sales manager a little over six and one-half years ago, I was up against some very difficult problems. The first thing I did was to study my men. I transferred some of the men to different territories after a thorough personal investigation of the territory, the kind of people the salesmen would have to deal with and then I studied the salesman as a man. I made quite a number of changes from time to time, sometimes against the wishes and thoughts of those "higher up."

It's Up to the Sales Manager

The statistics will show that the tonnage of this company has increased each year over that of the previous year since I have been in office. My experience taught me many things that only a man with practical experience in selling goods can ever attain and I never place a man on a territory unless I "know" him. Then too, I have had weekly reports compiled showing the tonnage on each territory and each salesman knows just what he is selling. I have monthly records in my office in territorial form, showing exactly the amount of tonnage on each commodity sold by each salesman. Sometimes a salesman imagines he is selling more of one commodity than he really is selling. When in doubt—they have access to the records at all times—the "book" will show him just what he is doing.

We believe we have the finest selling organization that we can possibly get. They believe in the company they are working for, know they have the support of the house and are thoroughly acquainted with the products they offer for sale. We first sell to our salesmen the commodities we have to offer. That is my solution on "How to Sell Neglected Products" and it has proved a wonderful success in this organization. **SELL YOUR PRODUCTS TO THE SALESMEN AND THEY WILL SELL YOUR PRODUCTS TO THE TRADE.**



From Silk Hosiery To Wire Rope

OUR capacity to serve manufacturers is comprehensive. From fire brick to evaporated milk, from liniment to overalls, we are competent and experienced. We advertise them all—and many other widely-diversified products—successfully and continuously. Here's our list:

Automobiles—Dorris Motor Car Co., St. Louis, Mo., a fine hand-made car.

Baking Powder—F. B. Chamberlain & Co., St. Louis.

Barytes—A pigment for paint. National Pigments and Chemical Co., St. Louis, Mo.

Bread—The American Bakery Co., St. Louis, Mo.

Business College—Dakota Business College, Fargo, N.D.

Butter—“Sugar Creek” Butter, made by Sugar Creek Creamery Co., Danville, Ill.

Catsup—“Robin Brand,” produced by Scudders-Gale Grocer Co., St. Louis, Mo.

Coke—M. W. Warren Coke Co., St. Louis, Mo.

Commercial Mixed Feeds—The Early & Daniel Co., Cincinnati, Ohio.

Engineering Service (Industrial)—Russell Engineering Co., St. Louis, Mo.

Evaporated Milk—“Golden Key” Milk, manufactured by the Valecia Evaporated Milk Co., Madison, Wis.

Fire Brick—Laclede-Christy, St. Louis, Mo. Their famous “Laclede” brand is the only nationally advertised fire brick.

Flour—Gilster Milling Co., Chester, Ill.
—Bernet, Craft & Kauffman, St. Louis, Mo.

Hats—Harris-Polk Hat Co., St. Louis, Mo., largest manufacturers of felt hats west of the Allegheny Mountains.

Insurance—The American Credit-Indemnity Co., St. Louis, Mo., largest writers of credit insurance in the world.

Investments—Fidelity Bond & Mortgage Co., St. Louis.

Lead Pencils—Wallace Pencil Co., St. Louis, Mo.

Liniment—“Merrell’s” Penetrating Oil, made by J. S. Merrell Drug Co., St. Louis, Mo.

Medicine—Morris-Morton Drug Co., Ft. Smith, Ark.

Oil Burner—Standard Oil Burner Co., St. Louis, Mo.

Overalls—Red Diamond Clothing Co., St. Louis, Mo.

Petroleum—Imperial Refining Co., Tulsa, Okla.

Piston Rings—Inland Products Co., St. Louis, Mo.

Sanitarium—McLain Orthopedic Sanitarium, St. Louis.

Shoes—Friedman-Shelby Branch of International Shoe Co., St. Louis, Mo.

—Lund-Williams Shoe Co., St. Louis, Mo.

Silk Hosiery—“Humming Bird” Hosiery, made by Davenport Hosiery Mills, Chattanooga, Tenn.

Spring Water—“Paradise” Water, for Health. Paradise Spring Co., Brunswick, Maine.

Store Fixtures—Benderscheid Mfg. Co., St. Louis, Mo.

Syrup—“Just Right” Corn Syrup, produced by the Amos-James Grocer Co., St. Louis, Mo.

3-in-One Oil—Made by the Three-in-One Oil Co., New York City, and nationally advertised by us for 19 years. The largest bottled oil business in the world.

Toy Rifle—A side line product made by the largest sheet metal manufacturers in the world—The Edwards Manufacturing Co., Cincinnati, O.

University—Washington University, St. Louis, Mo.

Wire Rope—Broderick & Bascom Rope Co., St. Louis, Mo., manufacturers of “Yellow Strand” Industrial Wire Rope, the highest quality wire rope in the world. Also “Basline Autowline,” a wire tow rope, the only nationally advertised product of its kind.

No matter what kind of a product or service you make or sell, if it isn’t already in the above list we can be of service to you; we can help you make more money. It won’t obligate you whatsoever to have us show you how!

CHAPPELOW ADVERTISING CO.
1709 WASHINGTON AVE. **ST. LOUIS**

527 DIXIE TERMINAL BUILDING - CINCINNATI

MEMBER
American Association
of Advertising Agencies





Last January 1, Nebraska had approximately 2,700,000 beef cattle on her farms, valued at \$85,000,000.

The total values of swine in Nebraska is estimated at \$50,784,000—exceeded only by two states.

The average annual production of wheat in Nebraska for three years was sixty million bushels.

Nebraska is 3rd in Beef Cattle-Swine & Wheat

And despite these facts, Nebraska does not depend on any one or three or a dozen single industries. The vast income is derived from, and due to the great diversification of her crops. Nebraska also is in the foremost ranks as a corn producing state, with an estimated yield this year of more than 200,000,000 bushels. Alfalfa, dairy cattle, sugar beets, and small grains make Nebraska as sound, financially and economically, as America is sound.

You can best reach Nebraska thru Omaha

Omaha World Herald *Morning-Evening-Sunday*

SEPTEMBER CIRCULATION—DAILY, 98,191—SUNDAY, 95,211

National Representatives
O'MARA & ORMSBEE, INC.
New York—Chicago—San Francisco

A complete analysis of this market is contained in the book, "Omaha—the Gateway of the West" and the Sales Analysis of the Omaha Trade Territory. Write to the Omaha Chamber of Commerce or the Omaha World-Herald for copies.



Sales Strategy that Won a Market for John Hancock Pens

Quick Distribution in Fourteen States Follows
Unusual Plan of Merchandising Advertising

By James M. Mosely

THE Pollock Pen Company, of Boston, within a comparatively few months, has succeeded in developing a widespread sale of its John Hancock cartridge pen, an entirely unknown product placed on the market in the face of severe competition. In its experience there are ideas which will be suggestive to other executives who are grappling with kindred problems.

This new fountain pen was the invention of a Boston engineer, Robert T. Pollock. It represented something which would be new and strange to the public, in that it was a new type of pen which could be filled by simply inserting a cartridge of clean, fresh ink.

The Sales Problem

It was the purpose of the company, which was formed not only to introduce a fountain pen in a field in which there already were many aggressive manufacturers, but to also develop a repeat business on cartridges—just as the safety razor makers have on blades. Incidentally, it is interesting to note that among those who formed the company to market the cartridge pen was King C. Gillette, whose sales methods in the razor field are well known. Louis K. Liggett was another officer.

In what form ought the new "baby" be presented? To answer this question, an analysis was made of the styles of fountain pens throughout the United States. The style and weight preferred by seventy-five per cent of the people were ascertained. It was concluded that two types of pen only, one the usual long standard and the other a shorter model for doctors, women and people desiring to carry it in the pocket would be manufactured. This would simplify production. It was arranged for the usual varying styles of pen points to be furnished.

Variations in styles, such as solid gold, chased, gold-banded, etc., were

introduced in addition to the standard plain, ebony-finished pen. Shorter models were supplied with tass equipped for the sautoir and other fancy styles for the jewelry trade. Considerable development work was done to produce a worthy writing point. With these matters well along, the company felt it important to choose a striking trademark which would have sales value. This was difficult to do.

When John Hancock inscribed his name on the Declaration of Independence, so that kingly eyes could readily decipher it without glasses, he advertised himself into lasting fame as a penman. A search into old records disclosed that, in going to school at Boston, he had been a winner of honors for penmanship. It was discovered that, although a life insurance company already used the name in that field, it would be possible to adopt the name as a trademark for merchandise like a pen. After some discussion, the name was adopted and protected throughout the world.

Making Selling Points

Another discovery was that John Hancock's sole ornament had been a jade ring. So the company adopted a little jade green ring as an identifying mark to give personality to the product. The ring was placed at the back joint where the pen is loaded. Attention was given to packaging, and it was arranged to enclose with each pen three cartridges of ink in a little package.

The problem of what retail price would be most advantageous—one which almost invariably arises when a new product is to be launched—was studied carefully. Competitors sold pens ranging from about \$2.50 up to above the \$7 mark. It was decided that the company's chief seller in ebony-finish should be retailed at just one price—an even five dollars. It has been found that often an even price, which saves bother of making

now

Start something—now!

It may be that you have thought about doing some advertising but have put it off because you imagined it would cost too much to make a start.

Meanwhile, the other fellow is getting the business.

Isn't it better to start in a small way along carefully-planned lines than to wait until you get the resources you think you ought to have?

Let's show you what can be done with a small appropriation.

We welcome small accounts—and give them whole-hearted, enthusiastic service.

One reason why we've been successful with small accounts is that we apply the principles of salesmanship in writing advertisements. And we take right hold and work with your salesmen, to the end of obtaining their co-operation. It isn't easy, you'll admit, to take a band of listless, don't-give-a-hang salary grabbers and turn them into a bunch of hard-hitting fighters for business. We know that if we get your salesmen working with us, the advertising campaign will produce the results you have a right to expect.

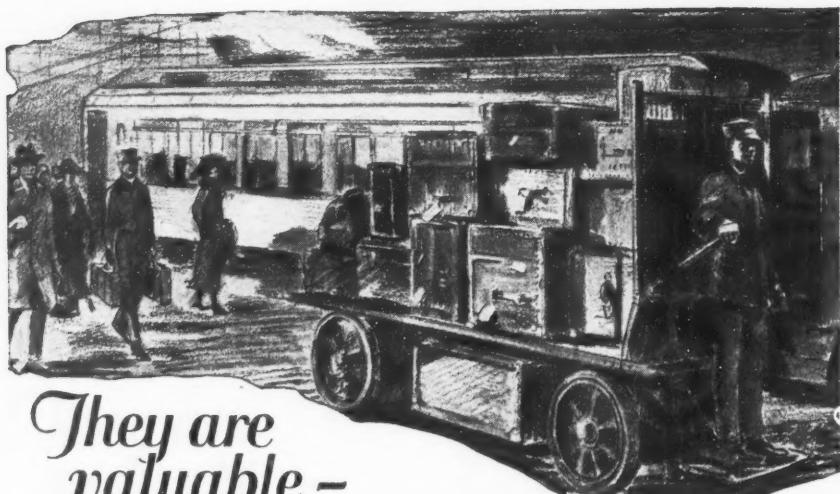
You see we put more emphasis on SELLING than we do on advertising. Well, selling's the great big thing, isn't it? If we have said anything here that stirs up a bit of curiosity, let's hear from you. The acquaintance may result in good for both of us.

MORGAN ADVERTISING AGENCY

633 WASHINGTON ST.
BOSTON
MASS.

Member American Association of Advertising Agencies

Member National Outdoor Advertising Bureau



They are valuable - insure your salesmen's samples

SALES MEN'S samples are valuable. They represent investment. Insure them against loss from fire and the risks of transportation.

A North America Commercial Travelers' Policy will protect the samples of one salesman or the sample lines of an entire force, at a small cost.

The wise sales executive and the efficient salesman always carry Sample Insurance.

Investigate today before the loss of tomorrow.

Insurance Company of North America

PHILADELPHIA

**Founded
1792**

"The Oldest American Fire and Marine Insurance Company"



Insurance Company of North America, Third & Walnut Streets, Philadelphia, Dept. X11

Name.....

Street.....

City..... State.....

Wants Information on Commercial Travelers' Sample Insurance

**Pin this coupon
to your letterhead**

change and appeals to popular fancy, has an influence on sales.

With these matters well in hand, the time had come to go after sales. It was recognized that carefully planned advertising to educate the public and the trade in this rather radical innovation in fountain pens would be necessary. The company selected New England, nearest its home office, as the field to invade first. Introductory advertising of 10,000 lines to appear in the leading newspapers was arranged and salesmen, working on a commission basis under the sales manager, went after orders.

Winning the Dealers

Not only was the advertising merchandised to the trade, but in addition other forms of sales strategy were capitalized. For instance, a lodge placed a large order for the pens direct with the company. The company insisted on filling it through a dealer—the order amounted to a substantial sum—and then talked this to the trade as an example of the spirit of the new company to back its dealers.

The mayor of Quincy (Mass.), had a large bond issue to sign. Unknown to the company, he used a John Hancock pen to sign it. The news came to the Pollock officials. A striking picture was staged, with the mayor signing the issue, several police officers on guard. This picture made good window display material.

There had been a large strike in a big mill center. The sales manager, on arriving there, deduced that every local dealer would be "in hock" to the bank. So instead of laying his story before the dealer at once, the sales manager first "sold" the banker on the merchandise and its plans and then approached the dealers. As the retailers probably would have had to ask the advice of their banker before buying, this was thought to have been very useful in "making a dent" in the city.

Extensive tests were carried on through business schools to find out how many words on the average the pen would write. A conservative estimate, based on these tests, proved to be 22,000 to a cartridge which naturally was made use of in the advertising.

In planning the newspaper copy, there was an abundance of historical material available. This was disre-

Lower Your Selling Costs! You Can—in Northern Ohio.

The Plain Dealer
ALONE Will
Sell It!

Northern Ohio offers unlimited sales-possibilities but no single factor more important than this market's thoroughly co-ordinated system of distribution centers. No trading area in the country offers any better.

According to the U. S. Department of Agriculture, there are forty-seven trading centers in the entire state of Ohio—fourth in the United States in population. Northern Ohio, with half the state's population, has twenty-seven of these trading centers within its confines—nearly sixty per cent. Of these, nineteen are jobbing centers—ALL within 100 miles of Cleveland!

That should cause smart merchandisers to stop and think. The prosperity and buying power of this great 3,000,000 market are unquestioned. The demand for any good article of merchandise can be created by the Cleveland Plain Dealer ALONE—at ONE cost. Supplying the demand is no problem, through this comprehensive net-work of jobbing centers.

Over 1,600 National advertisers have covered Northern Ohio with a minimum of advertising and distribution costs by using the Plain Dealer ALONE since 1922



The buying power of this rich market is unusual, from the fact that sixty-nine per cent of the farmers in Northern Ohio own their own homes or farms, while one in eleven owns a tractor. Cleveland, the pivotal point, is second in the country in diversified industries.

The Plain Dealer

The Plain Dealer ALONE Will Sell It

J. B. Woodward, 110 E. 42nd St., New York. Woodward & Kelly, Fine Arts Bldg., Detroit, Security Bldg., Chicago



A Good Will Builder

Every Sales Executive knows the value of that intangible asset termed ***Good Will***.

Good Will cannot be acquired over night. It is the accumulative result of conscientious, honest effort, and fair dealing. Yet, once earned, it can be quickly dissipated if not carefully nurtured.

A token of appreciation to your customers and salesmen at Christmas time helps create and maintain ***Good Will***.

A Most Useful and Welcome Gift

The PIPE today is the business man's most popular smoke. No matter how many pipes a man already owns, the gift of another GOOD one is welcome. There is more sentimental value attached to a good mellow briar than to any other personal possession.

A Man's Constant Companion—



at home, at work, at play—and always a cheerful reminder of the donor—YOU!

WM. DEMUTH & CO.
New York

World's largest makers of fine pipes

What better choice of a Good-Will gift could you make than a WDC? Write today, or have your secretary mail the coupon for further details



WM. DEMUTH & CO.

230 Fifth Avenue, New York, N. Y.

I am interested in your GOOD-WILL GIFT PLAN.
Send catalog of pipes and further particulars.

Name _____

Firm _____

Street _____

City and State _____

garded and the copy was devoted to selling the John Hancock as a writing instrument. Large space was used. The opening advertisement was headlined, "The biggest piece of fountain pen news in forty years." It showed the pen, its mechanical construction, explained the pen situation and answered questions the public would be likely to raise about the new John Hancock. Later advertising urged that people should choose a pen as a writing instrument rather than a gift novelty and discussed why so many pens are discarded.

How the Salesmen Worked

The advertising opened on September 5—the opening of school represents a big pen season—and continued through until November 22. Special advertising for the holidays followed as did other copy this year. Salesmen worked into other territories, hitting high spots, even before any advertising was done, one retail account opened being that of Tiffany. The men paid their own expenses and in some instances traveled juniors under them. The juniors could be picked by the salesmen, but it was required that they be looked over as a rule at the home office before being hired.

"The company, in addition to newspaper advertising and college publications," stated Robert T. Pollock, the president, "also has a very complete organization for assistance to dealer, as specialists in displays, and furnishes complete original matter for this purpose. These displays are constantly being changed and refreshed as time goes on."

"Distribution of the product is already very gratifying and is thought to have achieved a success in the matter of distribution equal, if not greater, than that of any similar product in recent years."

The company is of the opinion that attention to the "tremendous trifles"—the little things which mean so much in making sales strategy get results—have had their share in enabling it within a few months to make rapid strides in developing what is planned to become an international business.

Do your salesmen have trouble getting their mail at hotels? Try an extra long red envelope for salesmen's mail which the hotel clerk can't misfile or bury.

ITS LACQUER-RED COLOR ABOUNDS WITH CHRISTMAS CHEER

For your employes' Christmas give Classic Duofold

*Spread Joy Throughout Your
Office, Store or Factory*

**Or Offer This Prize to Salesmen—Watch
Even Tail-Enders Make Their Quotas Then**

Yes, in a dozen different ways the famous Parker Duofold will stimulate your business and build your friendships with your trade.

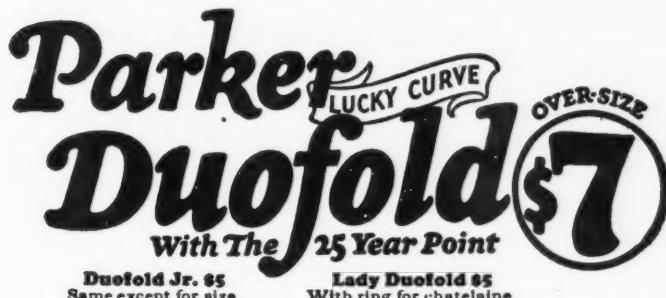
Not even gifts of money can cause such happy tumult, or inspire such results in contests as the offer of this black-tipped lacquer-red Classic with the 25-year point and Over-size ink capacity. The pen so smooth and rhythmically balanced that the hand can't get away from its lure. The pen whose classic color makes it hard to lose and handsomer than gold to own.

Special Discount on Quantities

Write at once for full details. This is our heaviest season, and our dealers' demands are heavy. We probably can't make deliveries if you wait.

Mounted with Special Emblems

Your trade-mark, emblem or insignia of merit mounted on any Duofold in gold at moderate additional cost—Over-size, Junior or Lady Duofold—black-tipped lacquer-red or flashing black all over. ★Gold Girdle—was \$1 extra—now free. Also Gold Pocket-clip or Ribbon-ring. Get details and prices. Mark the coupon and have pens in time for Christmas.



THE PARKER PEN COMPANY • JANESVILLE, WISCONSIN
NEW YORK • CHICAGO Manufacturers also of Parker "Lucky Lock" Pencils SAN FRANCISCO • SPOKANE

SALES MANAGEMENT FOR NOVEMBER, 1923

Red and Black
Color Combination
Reg. Trade Mark
U. S. P. T. Office



MAIL THIS

Parker Pen Co.,
Industrial Dept.,
Janesville, Wis.

You may send us full details of your Industrial Gift Plans
and quote special discounts on Duofold Pens in quantities.

Concern Name

Attention of

City..... State.....

—In Washington!

Many consumers but few producers!

The Washington market is made up almost entirely of consumers. The largest part of its employed population works for the biggest business in the world—the United States Government.

Look upon Washington then as a huge office building, housing not producers, but consumers.

Some sales managers see the national capital only as a center of diplomatic and governmental society. A class market, as it were. Washington is anything but a class market. There was a total of 89,966 income tax returns filed for the calendar year 1921. Of this number, 82,813 reported incomes of less than \$5,000 a year.

So, Washington becomes a market for baked beans and baking powder; silk hose and chemises; clothing and clothes pins; washing powder, and face powder; soaps and sweets; soups and cigars. A MASS MARKET.

The only Merchandising Department in the national capital is maintained by these newspapers. It is one of the most efficient you have ever contacted with. Write us for information. Call on us for help. We won't disappoint you.

Washington Times-Herald

G. LOGAN PAYNE
Publisher and Gen'l Manager

Represented by
PAYNE, BURNS & SMITH
New York, Boston

G. LOGAN PAYNE CO.
Chicago, Detroit, St. Louis, Los Angeles

Why Advertising Matter is Not Mailed Ahead of Salesmen

By R. W. Kershaw

Michigan State Manager, Investors Syndicate

I WAS very much interested in the discussion as to whether "Salesmen's Advance Cards Are What They Are Cracked Up to Be" in your last issue.

I believe that the policy of sending out advance literature or advertising depends upon the product or service to be sold. The question of whether it properly fits in with the general sales plan should, it seems to me, also be considered and—if you will permit the metaphor—like a cog in a wheel it should "go into mesh" accurately and smoothly when the sales-wheel gets around to that point.

With the exception of a year and a half, my entire selling and sales management experience has been confined to investment bonds, in which line I depend more on the selling ability of each individual salesman than all other factors combined, and when I say this I am taking into due consideration the good reputation of the institution and the merits of the investment. For this reason our salesmen receive intensive training in "planning the work" and "sales presentation," the latter subject being augmented by a thorough coaching in fifty "Common Objections and Evasions, With Answers Thereto."

After the Sale Is Made

We use two kinds of booklets as literature or advertising matter. One is a small booklet of an inspirational nature which illustrates the advantages of careful saving and conservative investment, but which does not mention either our institution or our plan. The other is a larger and more elaborate booklet which contains a full description of the methods of our company, our investment plan and its various advantages. Our salesmen hand out the former booklet at every opportunity because it arouses curiosity and paves the way to a definite appointment. The latter booklet (the large one) is handed out only after the salesman has made his "canvass" to the prospect. If a sale is made,

this booklet will continue the sale after the salesman has gone. If the salesman is unable to close the prospect, but arranges to call again next day to get a decision, the prospect may read something in the booklet which may appeal "to the right associated idea" and enable the salesman to close him the next day. Whether or not a sale is made on the first interview, our large booklet is always left with the prospect.

We have found that where the salesman has handed out the large booklet to a prospect in advance of the interview, he is often received with the statement, "Well, Mr. Jones, I have read over the book you gave me, and while I think it is a good proposition, I am not in a position to handle it just now." The salesman is checkmated right at the start and unless he is of an unusually strong type, he is unable to control the situation.

Advance Cards Kill Interest

Personally, I prefer the "cold turkey" approach and canvass, supported by a list of good references. The prospect has no preconceived ideas or impressions regarding the proposition or its application to himself, and his mind is more open to my suggestions from the very beginning of the interview. I am better able to apply the well-known fundamentals of the sale, namely: Make a good approach, get attention, arouse interest, ascertain the proper point of contact thereby creating desire, and finally close.

As I have before stated, it seems to me that the question of mailing or giving out literature or advertising matter in advance of the salesman's interview, depends upon the product or service to be sold and the extent of the selling or advertising campaign being conducted. Speaking from the standpoint of a bond salesman, I am of the opinion that it would have more of a negative effect in many cases, and would only serve to forearm the prospect against the salesman when he (the salesman) calls on him later.

Henri, Hurst & McDonald

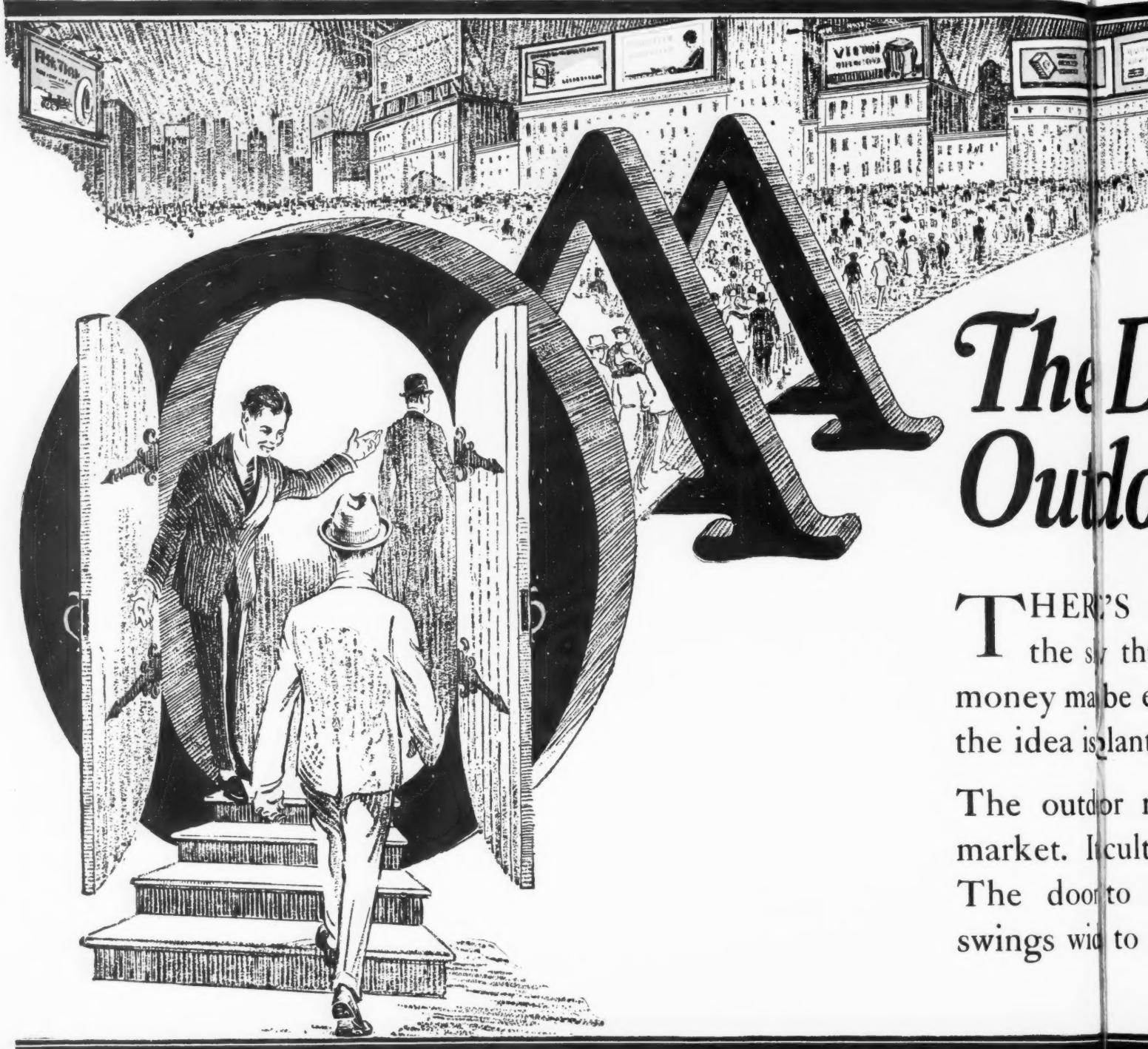
A D V E R T I S I N G
58 East Washington Street · Chicago



THE manufacturers of RED STAR Oil Stoves increased their business seventy-nine per cent during the fiscal year ending June thirtieth.

It is truly an inspiration to deal with a concern of the importance and character of the Detroit Vapor Stove Company.

The Henri, Hurst & McDonald News Letter, an unusual sales bulletin, is sent each month to our customers' salesmen. Many sales managers, advertising managers, and other executives, also, are regular readers of the News Letter.
A copy will be sent at your request.



**The
Outd**

THERE'S
the sy th
money mabe e
the idea islan

The outdoor n
market. It cult
The door to
swings wid to

OUTDOOR ADVERTISING OF AMERICA

*Poster
Advertising*

8 West 40th
Chicago

Successors
IVAN B. NICHOLS



The Door to the Outdoor Market

HERE'S more selling done under the sky than over the counter. The sky may be exchanged in the store, but the sea is planted out of doors.

Outdoor market is the outstanding market. Its cultivation is highly specialized. Knock on the door to this market, O-double-A, and it will be wide open to your knock.



Cost of One Month's Posting in Cities that Lead in Prosperity

We list here the cities which have every prospect of being the best trade centers from all commercial reports.

Town	Pop. in Thous.	Cost of Show- ing	No. of Reg. Panels	No. of Sp. Panels	Total No. of Panels
Boston, Mass.	748	1,216.00	80	20	100
Hartford, Conn.	138	214.80	16	3	19
Philadelphia, Pa.	1,823	1,058.40	72	18	90
Cleveland, O.	888	990.00	44	22	66
Pittsburgh, Pa. Dist.	695	804.00	70	10	80
Birmingham, Ala.	200	287.20	26	4	30
Atlanta, Ga.	200	307.20	26	4	30
Baltimore, Md.	762	808.80	54	14	68
Detroit, Mich.	993	1,260.00	56	24	80
Chicago, Ill.	2,701	1,875.00	126	30	156
Louisville, Ky.	285	396.00	30	6	36
St. Louis, Mo.	772	1,248.00	90	20	110
Minneapolis, Minn.	380	499.20	36	8	44
Denver, Colo.	256	381.60	28	6	34
Kansas City, Mo.	101	115.20	16	—	16
Dallas, Tex.	159	331.00	20	5	25
Houston, Tex.	138	249.60	18	4	22
Los Angeles, Cal.	900	1,375.00	34	34	68
Portland, Ore.	258	550.00	14	14	28
San Francisco, Cal.	600	1,125.00	28	28	56
Seattle, Wash.	315	625.00	16	16	32
Oakland, Cal.	240	475.00	12	12	24
Richmond, Va.	171	372.80	24	8	32

Our Department of Painted Display Is at Your Service

In many cities poster advertising is immediately oversold. Our department of painted display is ready to co-operate with you to give immediate service everywhere.

We recommend painted displays both to supplement poster advertising and as an alternative in cities where posting space is temporarily unavailable.

ADVERTISING AGENCY AMERICA, INC.

SUCCESSORS TO
NORDHEIM CO.

40th St. New York
Detroit Pittsburgh

*Painted
Displays*

No, you do not need

F i n d e x

Mr. Sales Manager

*Unless
Like*

THE U. S. PRINTING & LITHOGRAPH CO.

which sells booklets, posters, labels and cartons
to a varied trade—

THE COHN-HALL-MARX COMPANY

with five departments selling cotton fabrics to
jobbers and dealers—

O. B. ANDREWS COMPANY

which sells wooden boxes and shooks, wire bound
boxes, bottle boxes, corrugated fibre containers,
folding cartons, solid fibre containers—

THE TUTTLE PRESS COMPANY

which sells crepe paper specialties to seven
classes of trade—

THE BUFFALO SPECIALTY COMPANY

selling "Liquid Veneer" and its allied products to
a varied list of jobbers and dealers—

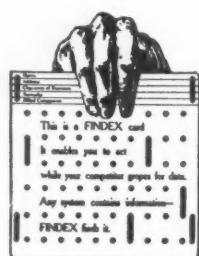
THE CROMPTON RICHMOND CO.

with its velveteens and corduroys selling to many
classes of trade—

THE DARTNELL CORPORATION

selling "Sales Management" Magazine and a
variety of services to sales managers—

*You
Sell*



a variety of services or products, or sell to a
variety of customers; and, unless you want to
effectively develop the most profitable business
among your most logical prospects economically

*For this service FINDEX stands
alone — unique in this field*

How to get more profits from your present field
is well told in our report "MERCHANDISING
AT A PROFIT." Yours for the asking.

The Findex Company

344 Madison Avenue

New York City

*NOTE:—Don't confuse FINDEX with any other system or method.
FINDEX is absolutely unique in what it accomplishes.*

Story-Style Sales Letters

Examples of Letters of this Type Which Have Won After Matter-of-Fact Appeals Have Failed

By Maxwell Droke

Mr. Droke is well-known as an authority on selling by mail. He is the author of "Making a Success of Salesmanship" and other books on selling. This is one of a series of articles which he is writing for SALES MANAGEMENT. Preceding articles, "Race Horse Sales Letters and the Plow Horse Mind," "The 'What's-In-It-For-Me' Letter," "Sales Letters That Sag in the Middle."

CENTURIES ago, back in the days when the world was all new and shiny, old Peter Q. Paleolithic used to gather all of the little Paleolithics together in the big cave, along about sundown, and tell them the story of the Dreadful Dinosaur, and the Poor Little Pterodactyl. And then, when he had finished, he sent them all scudding off to bed, and left word for Mrs. Peter that he was going down to the U-R-Next Barber Shop and Pool Parlor to shoot a couple of games with the boys.

Even at that early day Peter had learned that if you want folks to be right still and listen with all of their ears to what you have to say, just put the message in story-style.

It is a condition no less true today than it was a few assorted centuries, ages and eons ago. Folks who go out of their way to dodge facts and figures, will always spare a little time to listen to the man who has a story to tell. Long, long ago personal salesmen discovered the compelling power of the story—and they have been using it mighty effectively ever since. But we folks who write sales letters have, somehow, been a little diffident about cutting loose from conventions, and setting forth our message in story style. Here and there we find a brave pioneer who has had the courage to try it—and almost always the results have been splendid.

But, perhaps, I'd better sandwich in a few words of explanation. In urging the adoption of the story style for our sales letters, I most emphatically do not advocate culling the pages of Joe Miller's Joke Book for a few good snappy ones to work into the text. That isn't the sort of thing at all. Remember that laughing stock pays no dividends. It isn't necessary to start off "Dear Sir: Have you heard that one about

the Jew and the Irishman and the K. K. K.?" in order to "catch the eye" of a casual reader.

There are some subjects, of course, that just naturally lend themselves to the story style of presentation. Flowers, for example. Here's what I consider an ideal type of sales letter for a florist. It is from Henry S. Cooper, "The Peony Fan" of Kenosha, Wisconsin:

DEAR FRIEND:

Last winter, while in Los Angeles, I heard about what I would call a land swindle and went over to look at the place, called Sunland, near La Canyada. You see, as I was told, several land sharks had some land up in the foothills they wanted to turn into money. So they advertised, "A good living off a quarter acre in vegetables." Of course, a lot of poor people "bit." When they tried to raise vegetables, they found the soil was made up of "niggerheads" and gravel, and the water they used for irrigation went straight and promptly down. They couldn't raise anything—not even a howl.

It was there I got my surprise. In that very gravelly, dry, sunburnt soil, I found some wild peonies indigenous to southern California. Knowing that our common cultivated herbaceous peonies were a failure around Los Angeles, I was greatly taken back to see peonies growing wild right there. I wanted so much to dig up some roots and take home to Kenosha, but found that the niggerheads and gravel were so packed that I could not get them out without pick or mattock, so had to leave them. But I intend to have some sent me this coming fall, as I want to try crossing with our improved varieties, and see if we can't make peonies grow there, where so many other flowers seem to outdo themselves. There is only a bare chance that it will succeed, but if it should, wouldn't it be great?

With peonies there are so many interesting experiments, like grafting and crossing of varieties, and the gamble of seed sowing for the interest in originating new varieties! Do you know that some new varieties from seed bring \$50 to \$100 per root?

Are you planting any of the wonderful new varieties of peonies this year? There is no other flower to equal them in the North and they are the easiest to raise. Have you had one of my twenty-five cent books? The best book for beginners you could get your hands on.

This year I expect to ship even better

roots than usual because last fall was warm and dry and late, so I was able to get my plants into unusually good condition. I have found that peonies are unusually fine after a very cold snowy winter, such as we have just passed. So I expect to ship very nice and extra good plants this fall.

I want to show you the kind of plants I send out, so I am enclosing an order blank for your order.

Use the enclosed photo as a book mark, so as not to lose it. It is too fine a picture to lose.

I am correcting my mailing list. If you want me to continue mailing you my peony literature, sign and mail the card with your correct address. I will be glad to mail to those who return me the card.

My Unbeatable Collection No. 30 of twelve of these varieties for \$10 is just naturally unbeatable and unequalled. Try this collection No. 30.

Now you are invited to come and see my acres of peonies when in bloom about June 15th—a wonderful sight.

You can order now and I will reserve your plants, and you can remit for them at planting time this fall. Insure getting your choice by ordering now.

I will await your reply with interest.

Sincerely,

And here's the way P. F. Collier & Son Company sidestep the conventional, and tell the story of a remarkable new book:

DEAR READER:

Just twenty-six hours ago I returned to America from a trip to the beautiful little town of Stratford-on-Avon in Warwickshire, England.

That in itself is of little importance, but as your name has been given to me as one who appreciates the cultured things of life, I know that the object of my trip will be of interest to you.

Warwickshire is worth seeing for its own sake, but its great glory is that it was the birthplace of the immortal Shakespeare. There he worked and played as a boy, dreaming the dreams that were one day to make him supreme above the greatest writers and poets of all time.

Shakespeare stands alone. He has no rival. "After God," wrote Dumas, "Shakespeare has created most."

Many beautiful editions of his works have been published, but a short time ago there came into the hands of the House of Collier

just plain talk

By
COLEMAN COX



CHAS. M. SCHWAB
EDWARD B. BUTLER
LUTHER BURBANK
HUDSON MAXIM
COLEMAN DUPONT
CORNELIUS VANDERBILT, JR.
GEORGE S. PARKER

A Wealth of Treasure for You and Your Salesmen

THESE famous men, and several others, have cooperated with Coleman Cox in preparing a book, "JUST PLAIN TALK," which is little in size, but big in ideas and inspiration. It is beautifully printed on antique stock—pocket size—forty pages.

This book, like the other famous Coleman Cox books, some of which have sold up into the millions, is not sold at book stores or news stands. It is priced so that firms and individuals can buy it by hundreds and thousands to give salesmen, customers, and personal friends. Here are a few comments about Coleman Cox books:

THOMAS A. EDISON—Fine and all practical.

EATON, CRANE & PIKE CO.—A wealth of inspiration.

NUCOA BUTTER CO.—If it will not instill interest and enthusiasm in a man then he is not worth bothering with.

UNITED COMMERCIAL TRAVELERS—If every employer would require his "order takers" to read your books he would soon have salesmen.

NEW YORK EDISON CO.—It is too bad something like this cannot be put in all public schools.

A Holiday Gift to Employees and Customers that will be Remembered

A cheap looking holiday remembrance kills itself—a very expensive gift makes sensitive customers think some one is trying to bribe them. "JUST PLAIN TALK" fits in between these two extremes. It carries the atmosphere of quality, but without making much of a dent in the check book. And you will know—also—that you have given something which will help the recipient.

Send for one copy FREE and see for yourself

We shall gladly send one copy of this remarkable little book FREE to executive readers of SALES MANAGEMENT who request it on their firm's stationery (to others a quarter), together with a letter giving quantity prices and full particulars. If you ask for it now you won't regret it.

West of the Rockies
COLEMAN COX PUB. CO.
Monadnock Bldg.
San Francisco

SHANNON-MOREAU CO.
250 West 57th Street
New York City

in New York an advance copy of the most wonderful edition ever made. Just one volume—no larger than an ordinary novel—it contained the complete works of Shakespeare—everything he ever wrote—printed in clear black type on pure white India paper.

It was more than a book—it was a work of art. A beautiful masterpiece wrought by the expert hands of the world-famous printers of Oxford University.

"If we could only bring this book to America," we said, "what a tremendous sensation it would create!"

And so I went over to England. At first it looked as if my mission would be fruitless, as the Oxford University Press was already rushed to capacity with other work. But when I explained that here was an opportunity to be of incalculable service to the discriminating booklovers of America, they gladly agreed to print a special limited edition of 5,000 copies.

That was a few months ago. The first few hundred volumes have just come off the press and I brought them back on the ship with me. They more than fulfill expectations, and in the opinion of everyone who has seen them, they are masterpieces in the art of bookmaking.

Think of it! All of Shakespeare—*his complete works—in one slender volume less than an inch in thickness. It contains every drama, comedy, tragedy, history, sonnet and poem that the great master ever wrote; all in their original entirety.*

Only three living men know the secret of making Oxford India paper and that is the secret that makes this beautiful volume possible. There are 1,352 pages in all, with edges stamped in twenty-three karat gold leaf. The printing is exceptionally clear, well spaced and of comfortable reading size. And the whole work is flexibly bound in beautiful and durable genuine leather.

Truly a fit setting for the writings of the master!

This year marks the 300th anniversary of the publication of the famous first folio of Shakespeare's works. Publishers everywhere are getting ready to celebrate the event by turning out elaborate sets in many volumes.

But such sets are expensive. They will be beyond the reach of the average purse. The Oxford edition in one volume contains everything that the large sets contain, and it is offered at an amazingly low price. Never before could you procure the complete works of Shakespeare at the price which Collier's ask for this single volume de luxe.

As a booklover our offer will appeal to you. This book IS WORTH EXAMINATION FOR ITS OWN SAKE. It is not a mere curiosity—it is a MASTERPIECE—a marvel of book manufacture.

Will you examine it?

Let us send it to you on approval. Remember, the Oxford edition is limited and many copies have already been ordered in advance. Your name is on our selected list, so we want you to see it and judge for yourself. It is our firm belief that you will be as proud of it as we are.

The enclosed card is stamped for your convenience in replying. If for any reason you cannot accept our offer, won't you please let





for
Men Who Sell Things



Practical, Inexpensive for Salesmen



Prices: \$1.00 for single copies; \$10.50 a dozen; \$75.00 a hundred; liberal reductions for larger quantities. Stamping salesmen's names in gold on covers, 25c additional.

"The neatest little gift for salesmen I ever saw;" "It's a dandy gift," etc.

"The salesmen to whom we gave these books last year have mentioned many times that they found the Data Book one of the most useful parts of their sales equipment."

A. J. PENCE, General Sales Mgr.,
Moore Brothers Co., Joliet, Ill.

"We have the copy you sent for your Salesman's Data Book, and we certainly want some for this next year. The ones we placed with our salesmen last year certainly did meet with approval—in fact there was quite a lot of log rolling on the part of the different salesmen to see if they could not get more than one copy each."

H. T. ENNS, Jr., Sales Dept.,
Bastian-Morely Co., LaPorte, Ind.

"Last year we presented each of our salesmen with one of these little books and from what I have heard they found them extremely useful. I have gone carefully through the new book and I believe the many new features which you have added will make it even more valuable."

JAMES KING, Sales Mgr.,
The Pompeian Co., Cleveland, O.

HERE is a Christmas gift your sallemen will fit into vest pockets. Beautifully bound in blue or gold, it makes a constant companion of the man who is proud to carry. A combination expense record with spaces provided for address and twenty-eight pages packed full of helpful suggestions for the man who sells things. Salesmen's navy in good taste.

For Your Own Salesmen For Jobbers' Salesmen

One of the Data Books with their individual name imprinted on the cover in gold. Put up in a special Christmas carton, and sent to you it is a ready-made gift for mailing to your men.

For Your Jobbers' Salesmen

Nothing will win their good-will more effectively than one of these Data Books, with the name of each man imprinted on the cover in gold, and eight pages of special information about your products bound in with the first section.

Dartnell Salesmen's Data Book

"We feel that this little booklet is very good and are very happy to advise that our salesmen are seemingly using them to good advantage." WALTER STEVES, Secy.-Sales Mgr.,

Steves Sash & Door Co., San Antonio, Tex.

"It may interest you to know that last year's book which we ordered for our salesmen was very well received by them, and we are sure they will be glad to get the new edition which looks even better than last year's."

ALAN H. GRAVES, Sales Dept.,
H. B. Glover Co.

"This is advance notice that we expect to place an order with you within a day or two, about the same quantity that we ordered last year, we believe something above 100. Please hold a place open for us." R. D. ROGERS,

John Morrell & Co., Ottumwa, Ia.

"This little book contains more real information for salesmen than anything that has ever been called to my attention."

J. D. PHILLIPS,
The Broderick Company, St. Paul, Minn.



Inexpensive, Appreciated Gift Salesmen

for salesmen will really appreciate. Fits snugly in a pocket and embossed in gold on the cover. It contains a memorandum page, daily sales, income and expense record, addresses, call backs, etc. One hundred and fifty helpful suggestions and data for every sales man in gold on the covers if you wish.

For Friends Who Sell Things

Instead of a card or calendar send them a Data Book with their name in gold on the cover. It is a remembrance that they will really appreciate and thank you every day during 1924 for having sent it to them.

For Live Dealers' Clerks

One of these Data Books with special slogan printed in red at the foot of every memorandum page giving him a selling idea which he can use in his sales work. On the cover, "Compliments of" your company.

Salesman's Data Book

DAILY RECORD—JANUARY

	SALES	INCOME	EXPENSES
Jan. 1			
Jan. 2			
Jan. 3			
Jan. 4			
Jan. 5			
Jan. 6			
Jan. 7			
Jan. 8			
Jan. 9			
Jan. 10			
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Jan. 15			
Jan. 16			
Jan. 17			
Jan. 18			
Jan. 19			
Jan. 20			
Jan. 21			
Jan. 22			
Jan. 23			
Jan. 24			
Jan. 25			
Jan. 26			
Jan. 27			
Jan. 28			
Jan. 29			
Jan. 30			
Jan. 31			

Facts About Cities

Trading Population Statistics estimated by City Clerk; Hotels recommended by Committee of Salesmen

TOWN	1923 EST.	TRADE	BEST	NO. OF ROOMS
Akron, Ohio	208,435	250,000	Pattage	280
Alliany, N. Y.	117,375	235,000	Ten Eyck	400
Allentown, Pa.	73,502	110,000	Allen	145
Altamont, N.Y.	60,331	90,000	Penn-Alta	200
Amsterdam, N. Y.	33,324	42,000	Bartels	75
Altoona, Pa.	40,450	40,000	Standard	100
Ashville, N. C.	28,504	45,000	Lanigan	250
Atlanta, Ga.	222,961	385,000	Andley	550
Atlantic City, N. J.	56,707	35,000	Dennis	300
Audom, N. Y.	36,192	58,000	Odearie	150
Augusta, Ga.	52,548	65,000	Randall	150
Austin, Tex.	34,578	45,000	Druklin	125
Baltimore, Md.	773,550	\$11,000	Emerson	370
Bangor, Me.	22,400	20,000	Standard	200
Barth-Cook, M.	56,164	45,000	Post Tavern	125
Bay City, Mich.	47,254	53,000	Wenonah	140
Bayonne, N. J.	26,753	80,000	Lafayette	80
Beaumont, Tex.	46,422	60,000	Crosby	175
Bellingham, Wash.	25,585	30,000	Leopold	200
Bethlehem, Pa.	50,358	55,000	American	74
Bethany, W. Va.	66,801	85,000	Arlington	215
Birmingham, Ala.	195,901	210,000	Trotter	327
Bloomington, Ill.	28,723	45,000	Standard	120
Boston, Mass.	779,490	1,360,000	Touraine	243
Bridgeport, Conn.	143,553	225,000	Stratfield	290
Brockton, Mass.	66,254	72,000	Norris	130
Buffalo, N. Y.	536,718	630,000	Imperial	400
Battle, Mont.	41,611	65,000	Stalter	450
Carlisle, Pa.	12,417	21,000	Standard	70
Canton, Ohio	87,691	135,000	Courtland	215
Cedar Rapids, Ia.	45,566	75,000	Masterson	300
Charleston, S. C.	62,957	80,000	Charleston	155
Charlotte, N. C.	46,518	50,000	McKenlenberg	200
Charleston, W. Va.	39,903	60,000	Hilly	225
Charlottesville, Va.	37,495	115,000	Pattes	224
Chester, Pa.	58,610	60,000	Shobers	65
Chicago, Ill.	2,886,121	3,200,000	L. & L. Sales	1050
			Morrison	1000

B

RECORD OF INCOME FROM BUSINESS				
1923	BONUS	CHARGE AMOUNT INCURRED	INCOME	TRAVELING EXPENSE
JAN.				
FEB.				
MAR.				
APR.				
MAY				
JUNE				

ANSWERS to Common Objections

During 1923 The Dartell Corporation offered \$10,000 prize for the best article on salesmen, listing the methods used by them to overcome objections and situations common in all types of business. Out of nearly 4,700 letters entered in this contest the following have been selected as worthy of incorporating in this year's Data Book for Salesmen.

"I Don't Sign Order Blanks"

"Look around the man's store or office and find something which it is safe to assume he bought by mail. Ask him if he buys many of them. If he says he does, ask him how he buys them. He will probably reply that he writes for them.

"But you sign the letter, don't you?"

"Why certainly I sign the letter." He will say looking at you as though you were foolish. Do you suppose the world would send any if I didn't sign the letter?"

"Then what are your objections to signing this blank—it is simply a letter all written for you to sign. If you would rather write your own letter, why that is all right with me."

(Submitted by W. W. Weilner, of the H. D. Lee Mercantile Co.)

"My Requirements Are Taken Care Of"

"Although he is stocked up, his stock may not be of a certain quality. If you can show him that he is losing business by not carrying a better grade you are pretty sure to receive an order."

"This I was able to do by first purchasing a pair of boys' shoes that one of my customers was selling for less. I then gave him a talk on dyes and stains, but he said this was just

3

Salesmen "hang on" to these books until new ones come out—Use them every day

YOUR men will *keep* and treasure these inexpensive little books. Every page is "built to order" for the kind of records salesmen like to have handy, at all times. And the bits of good advice and sales-making suggestions scattered through the book will be a constant inspiration to do bigger things in 1924 than ever before.

Some New Features in this Year's Book

Distances, Passenger and Express Rates Between Cities A carefully prepared table which will be particularly valuable in planning trips, estimating expense and making out reports. Worth the price of the book alone for every man who travels.

Best Hotels, Population and Trading Statistics for 250 Cities Extreme care has been exercised to make this table accurate in every detail. A special committee of salesmen selected the hotels.

Answers to Common Objections The most successful answers to such objections as "Your price is too high," etc. Selected from 4,700 letters from salesmen who participated in The Dartnell Better Salesmanship Contest during 1923.

Appointments and Follow-Ups Pages providing spaces for recording appointments and follow-ups for every day in the year, with a self-starting slogan at the foot of each page.

Daily Sales, Income and Expense Record Affords opportunity for comparison of daily and monthly records. Helps salesmen "watch the corners" and gives constant incentive to improve.

Income Tax Record Enables a salesman to keep an accurate account of income from different sources, together with his deductible expenses. A digest of the law affecting commercial travelers is also given.

Peak Months in Principal Cities A table showing the best business months in over sixty cities. Enables a salesman to plan his trip so he will arrive in each city when conditions are unusually favorable.

Steps in Making a Sale A chart showing the logical steps in conducting a selling interview. Gives suggestions for different appeals, to prevent turn-downs, to handle different types of buyers, etc. Unusually simple and practical.

Self-Analysis Chart So arranged that a salesman can "check up" on himself and know where he is falling down. Acts as a spur to correct weaknesses and improve ability.

Ten Ways to Keep Down Operating Expenses Practical suggestions that may be adopted without loss of prestige or pride. Ways to cut expenses where it counts the most for lowered selling costs.

Sample Copy \$1.00 on Approval

Send for sample copy. See how helpful these little books will be to your salesmen, and what splendid gifts they make. Then, after you see the sample, you can decide how many copies you will need.

Published only by

THE DARTNELL CORPORATION

CHICAGO—1801 Leland Avenue

342 Madison Avenue—NEW YORK



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us know at once so that we can send your copy elsewhere? But we would much prefer to have you see it first.

May we expect an early reply?

Thank you. Faithfully yours,

"That's all very well," you say, "for flowers and books, and such like things. But how are you going to use the story style of presentation for just ordinary merchandise?"

Well, let's take about the most unromantic thing we can think of—a common household remedy—and see just how the story style was used—and very effectively, too:

Those early Indians were handicapped—but happy. They had no drugs or doctors; no pills, powders or prescriptions. Yet history records that if they were agile enough to dodge the tomahawks and arrows of unneighborly tribes, they almost always lived to a ripe old age, many of them far exceeding the Biblical allotment of three score years and ten.

How did they do it?

The American Indian was forced to rely upon nature's remedies. And nature didn't fail him. Chief among these natural remedies was petroleum oil, which the Indians found floating on the waters in Seneca Lake, in New York state. Later the white man learned the efficacy of this remedy, and there was a time when petroleum oil sold for \$1 a bottle.

The beneficial effects of petroleum oil were never doubted. But the odor and taste of the oil, in its crude state, was far from pleasant. This led to experiments which finally resulted in a product that retained all of the beneficial effects of crude oil in its natural state, but was so palatable that it might be eaten with a spoon, just as you would eat ice cream.

The letter then proceeds to give a description of the remedy, and its beneficial effects.

And here is another indication of the practical possibilities of the romantic type of letter. This time the subject is—bonds. While this letter from George M. Forman & Company is not actually told in story style, there runs through it the ring of romance that holds attention even as it serves the very utilitarian purpose of building up a feeling of confidence in the securities offered:

DEAR INVESTOR:

In every metropolis of the world, there is generally one artery of traffic that is so well known that you only have to mention its name and everyone knows what town you are referring to. You only have to mention for instance, Riverside Drive and everyone knows you are talking about New York; mention Sheridan Road and one immediately thinks of Chicago.

Sheridan Road is, without doubt, one of the most beautiful streets in the world. There is no other metropolitan thoroughfare which has more stately buildings and whose

Tools

TOOLS have worth only as they enable the user to attain some predetermined end.

Attractive layouts, conciseness of copy, the touch of an artist in our type setting, the care of a real printer in our press-work and guaranteed accuracy in our lists are all tools at our command.

Guiding and controlling the use of these efficient tools is a practical knowledge of merchandising fundamentals.

This array of tools is always available to any sales manager who is marketing a product of merit. He can use them to straighten out some particularly knotty sales problem, or to produce inquiries and orders.

Let us put these tools in your hands.

Buckley, Dement & Co.

1300 Jackson Boulevard
CHICAGO



A complete organization under one roof, where the Direct Mail Selling Idea dominates

We are making marketing surveys to determine demand—compiling data on which quotas can be established, and working out mail selling plans and developing small town territory where salesmen do not usually call.

Let us explain how our service is helping other sales managers.

Write today for our new Data Book and Catalog showing 6,000 lists, count by states, and valuable advertising data. It's free to business executives.

A Satisfied Advertiser

WE recently received from Aunt Mary's Chocolate Co., 310 West Superior Street, Chicago, the following letter:

"We have given your Chicago representative today an advertisement for THE CHRISTIAN SCIENCE MONITOR.

"We started in the chocolate business early last year and used the MONITOR, two Chicago newspapers and a number of religious publications.

"The results from our advertisements in the MONITOR far exceeded results obtained from any other source, and we intend to use the MONITOR exclusively from now on, during the season.

"We would also add that we received orders from nearly every state in the Union, and also from Australia, Alaska, and South Africa through our advertisements in the MONITOR."

Readers of the MONITOR make it a point to buy goods advertised in this International Daily Newspaper. The most direct and immediate proofs of this fact are received by firms selling goods through the mails. But we also have letters from manufacturers whose goods are sold by dealers, telling us of the unusual results obtained from MONITOR advertising.

The Christian Science Monitor

An International Daily Newspaper

Advertising Offices in Boston, New York, London, Chicago, Cleveland, Kansas City, Los Angeles, San Francisco and Seattle. Also 367

Local Advertising Representatives in Important Cities of the United States, Canada and Other Countries

course is more beautiful than Sheridan Road winding through Lincoln Park along the shores of Lake Michigan. It is, therefore, not astonishing that practically all of the finest apartment buildings and residences are located on this street. There is only a very limited amount of frontage available for building purposes.

One of the most desirable spots on Sheridan Road is the site of the Sheridan-Lake Apartments near Grace St. This splendid building of sixteen stories in height, containing beautifully appointed apartments, will forever enjoy an unrestricted view of the wide expanse of Lake Michigan and the north end of Lincoln Park. We consider ourselves fortunate, indeed, to be able to offer our customers these well secured bonds to net the attractive interest return of seven per cent. Property in this location is becoming more and more valuable and is selling today at low prices, as compared with similar locations in other large cities of the country.

These first mortgage gold bonds are thoroughly safeguarded under the Forman plan and we fully recommend the same to you as safe and sound investments. Kindly bear in mind that no investor in Forman bonds has ever had to wait a day for payment of principal or interest when due during the thirty-eight years that we have been in business. This is the best proof and recommendation of the safety of Forman bonds.

The Sheridan-Lake bonds, on account of their attractive yield and remarkably strong security, will be readily sold and we, therefore, recommend to you to place your order or reservation immediately, so that you may obtain the bonds of the maturities you most desire. We enclose order blank which we would ask you to kindly execute and send to us NOW and your order will receive our prompt attention. Yours very truly,

And these are but a few examples of successful story-style sales letters. Almost every enterprise offers opportunity to mingle romance with reason, and reap a rich reward. Perhaps even your business may be susceptible. Who knows?

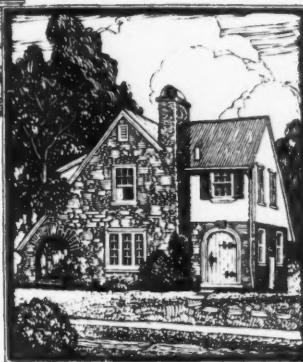
The new catalog of The Osborn Manufacturing Co., makers of brushes and foundry moulding machines, is a decided departure from their previous catalogs. It was prepared after a careful study of their line, which they have now been able to reduce to approximately twenty-five per cent of its former size. This move was made in line with the efforts of the government for simplification in industry, and the company feels that the catalog contains a substitute for each number discontinued which presents a better value for the trade than the old pattern.

The catalog, which is entitled "OSBORN Brushes of Merit," is bound in a dark shade of leatherette, 11x8½ inches in size, and contains seventy-four pages.

WHICH WILL SELL FIRST?



*At the same price
— \$15,000*



*At the same price
— 15 cents*

TWO new houses for sale at the same price. Both well built of excellent materials. One sells quickly; the other doesn't.

Two packaged products on the market. Price identical; quality similar; advertising about the same. Yet one gets most of the business.

Appearance does it!

Never in the history of merchandising has package design been so important as today. Never so difficult to get right; never so profitable when it is right.

Consumers are buying more and more from the shelf. Prominent display is paying better and better. But designs that dominate competition are not picked out of the air.

They must be based on accurate knowledge of selling psychology.

They must be checked beforehand by actual sales tests.

They must be reproduced vividly and accurately, no matter how large the run.

* * *

Packages made by Robert Gair meet all these sales requirements. And expert control of every process, literally from wood pulp to finished product, guarantees the right stock, the right size and shape, and perfect adjustment to automatic filling, labeling and wrapping machinery.

Gair service covers every essential of package merchandising: Folding boxes; Labels, Lithography; Corrugated and Solid Fibre Shipping cases.

Send for our latest booklet: "Testing the Merchandising Value of a Package."

ROBERT GAIR COMPANY

350 Madison Avenue, New York

CHICAGO

PHILADELPHIA

BOSTON

BUFFALO

Responsive to the policy and hopes expressed in EXTENSION, our subscribers during 1922 voluntarily mailed us half a million dollars toward the missionary work which EXTENSION represents.

As a concrete proof, written in terms of dollars and cents, this record of reader loyalty has not been surpassed by any other magazine in the world.



Extension Magazine

The World's Greatest Catholic Monthly
Member of the Audit Bureau of Circulations

ELLWOOD TANSEY, Advertising Manager
General Offices, 180 No. Wabash Avenue, Chicago

Eastern Representatives
Lee & Williamson, 171 Madison Avenue, New York

Western Representatives
Wheeler & Northrup, 140 So. Dearborn St., Chicago

Pacific Coast Representatives
Henry De Clerque, Inc.
55 New Montgomery Street, San Francisco, Calif.
San Fernando Building, Los Angeles, Calif.

If You Need Salesmen Who Think and Stick

The Best Place to Recruit Them is in the Higher Educational Institutions Having Commercial Courses

The Second Best Solution to the August Problem

By Charles W. Alexander

of Bird & Sons, East Walpole, Mass.

IT is needless to state that manufacturers and merchants everywhere find it an exceedingly difficult problem to secure more and better salesmen. It is a problem upon which too much thought and investigation cannot be placed, for a product, however meritorious, may be held back and its future even ruined, if proper salesmen are not selected.

To begin with, let us conceive a mental picture of our so-called BETTER SALESMEN; for, naturally, we must define his characteristics as closely as possible before we start to look for him. There are three groupings into which his characteristics may be codified—first, the ethical; second, the mental; and third, the physical—all essential.

1. Primarily, our better salesman must have a code of ethics indelibly stamped upon him. His religious creed may be what it is; however, he must have faith in three things—himself, the house he represents, and the product he sells. Without this faith, he is beaten before he starts.

Better Salesmen Must Have Brains

2. Then there is the mental grouping of characteristics. Our better salesman must have brains and common horse sense. If he has these, such subjects as tact, the power of persuasion, ambition, creative ideas, etc., are there also. Let it be remembered that he must meet unforeseen conditions, and, many times, must render expert advice.

3. Under the physical grouping, there comes the question of stature. Our better salesman must stand erect, have a well proportioned body (height and weight considered), and good health. His eyes must portray confidence, courage, and fearlessness. Above all, he must be able to look without staring straight into a person's eyes. The lines of his face must be severe, yet with a trace of

humor that needs only his smile to send it forth. His teeth, if they are not perfect, must at least be clean. His finger nails, well-trimmed; his clothes, well pressed; and his linen, spotless. These details are mentioned simply to serve as a gauge in judging his thoroughness. Have you ever had a salesman talk to you only to disgust you by the odor of his breath? Had he been thorough in his habits, this would not have been so.

There is another point to be mentioned in passing and that is experience. Experience may be an asset, but give me our better salesman as "green as they make them" in the art of selling; he will not then be hampered by prejudices; he has yet to accept "No" for an answer; he is ready to receive advice; his future is ahead of him; his petty successes have not turned his head; he is there.

Good Salesmen Not Running Loose

With this picture of our better salesman clearly in our minds, where shall we go to locate him? There are just two places—first, the business world, and second, our higher educational institutions.

In the business world, it is rare that the better salesman is available simply because he is a better salesman. But through friends and business acquaintances we may by chance hear of one of our better salesmen, who, because of unforeseen business conditions, may be eligible. Then, again, the manufacturing department, or even other departments within our own company, should be carefully searched. Here we secure that type of experience which is a real asset—a thorough knowledge of the product itself.

The richest field, however, where such salesmen may be secured lies in our higher educational institutions. The salesman of the future must possess a firm background of

*This
Salesman
covers
36,000
prospects
every afternoon!*

They know him!
They like him!
They pay him to call!

The bulk of the New Haven "Register's" circulation is just where the intelligent advertiser would wish it to be!

NINETY-ONE PER CENT (91%) of the "Register's" circulation is within ten miles of New Haven City Hall.

CITY CIRCULATION alone of the "Register" is many thousands larger than the ENTIRE circulation of any other New Haven paper.

THIS CONCENTRATION of circulation intensifies demand. Produces far greater dealer effect because of greater consumer demand.

More than 36,000 people every night now BUY the Register

New Haven Register

Largest Circulation
in Connecticut's Largest City

The Julius Mathews Special Agency

801 Hartford Bldg., Chicago

Boston New York Detroit

92% Executive Readers

Authority to buy is vested only with *executives*. Buying power is the acid test of circulation value. Readers of IRON TRADE REVIEW are *executives*—92% of them as follows:

Major Executives

Proprietors and Presidents	3,535
Vice-Presidents	2,203
Company Secretaries	2,803
Treasurers	2,154
General Managers	3,465
Purchasing Agents	3,477
	17,637

Operating Executives

Works Managers	1,731
Superintendents	2,452
Engineers	1,948
Foremen	1,104
	7,235
Grand total all executives.....	24,872
All other readers.....	2,133

Executives who control the purchases in the Iron and Steel consuming and producing plants of the United States and Canada read IRON TRADE REVIEW every week for its Market news.



Published Every Week—Established 1883

IRON TRADE
REVIEW

Penton Building, Cleveland

Member A. B. C.—A. B. P.

fundamental economics. Furthermore, in looking over this field it is possible to learn, first hand, many details about the prospective salesman, before an interview is necessary. The office of the institution has all records, including that of personal contact. The institution, furthermore, has its own faith to keep with those who consult it—with its student body and with itself.

True it is, that not all such men are certain of success, but it is possible for us to apply here the tests to prove the man in line with our picture of the better salesman.

In the first group, we placed his ethics. How do the institution's officers speak of him? Has he demonstrated his faith in the institution and in its officers? What activities have demanded his spare time? Has he worked his way through the institution, or borrowed for later payment? Could any better tests of faith be applied to a prospective salesman?

Physical Training Important

In the next group, there came brains and common horse sense. What has been his ultimate goal? What courses did he select to reach that goal? With what success? Here, again, are definite standards to go by.

Finally, the physical side of our better salesman received our attention. Has he participated in athletics, time permitting? If not in the institutional contests, has he made use of their facilities to keep himself in perfect condition? What do the records of the institution's physician say?

Of course, it is not desirable that any one of the above groups should dominate, but they must all be considered.

Finally, and by no means of less importance comes the problem, "What will induce this better salesman to join the ranks of our company?"

There are, roughly, five appeals which such a man will examine with care; first, the house, its policies, its officers, etc.; second, opportunity; third, the product and its reputation; fourth, compensation and the method of payment; and fifth, the territory assignable and its possibilities. Here the company itself is on trial, for one could not expect such

a man to accept without investigation. It is necessary that the house sell itself its products, first, to the officers of such an institution, and finally to the man, himself. Remember, it is not the size of the house, but its make-up that counts. Its officers must be better salesmen, themselves, if they would command better salesmen.

Such a man will not demand that he be promoted at once. But one can rest assured, he will demand, and must clearly see a future before him, if he proves worthy of it. The product must be as it is purported to be; for how, otherwise, could he have the faith that is necessary? Then there comes the compensation. He will not be particular at the outset, but here, again, he knows what is fair and he will expect it. Finally, and it is least important, there is the question of territory. Such a man is seldom married, but he undoubtedly plans to be. In such a case, he may desire at some future date a specific territory.

Many manufacturers neglect a golden opportunity in failing to offer such a man part time, or summer employment. This is a test period for both the salesman and the house. Many friendships and future possibilities may be so developed.

Stages "Selling" Play

The hit of the Addressograph Company's 100 Point Salesmen's Convention was a "Big Nite" private cabaret party in place of the usual banquet. During the evening a three-act selling play was produced by members of the sales force and home office staff.

Notice is received of a change in name of the Mishawaka Woolen Mfg. Co., to Mishawaka Rubber & Woolen Mfg. Co., due to the fact that the business they do in rubber goods, which is a line added since the business was organized, is now of more importance than the woolen portion of the line.

At the conference of the Williamson Candy Co. of Chicago, it is stated that the salesmen assured the management that the sales of "Oh Henry" for the last six months of 1923 would increase forty-three per cent over the same period last year, and that all they needed to reach their quota was enough goods.

PureBred BIG TYPE Spotted Poland China Hogs

AT AUCTION

At the King Barn south of the rail road tracks in Topeka, Kansas, on Saturday, Oct. 6

Saturday

Comm.

52 HEAD

This former Captain Pig Club boy is now one of the most successful live-stock raisers in Kansas.

Reader Interest Worth While

Since 1915, Mr. Capper has lent Capper Club members over \$100,000 without any kind of security, and during this seven year period, they have cleared over \$400,000 from the sale of their pigs and poultry.

Here is worth while "reader interest" which unfortunately it is impossible to show in an A. B. C. statement. Here is a policy that is not only building subscriber confidence, but is actually creating a new market for merchandise of every description. You can secure valuable selling information about this sectionalized national farm medium by getting in touch with the nearest Capper branch office.

Net paid circulation, 1,554,857

The Capper Farm Press

Topeka, Kansas

Capper's Farmer

Kansas Farmer

Oklahoma Farmer

Pennsylvania Farmer

Nebraska Farm Journal

Ohio Farmer

Michigan Farmer

Missouri Ruralist

How to Know in Advance that Each Advertisement Will Produce a Definite Profit in Over-the-Counter Sales!

MANY advertisers have found a way to get substantially more profit from their business than ever before.

This increase in business is due to a new method of testing copy—a method which enables them to know—*before spending any money in national advertising*—that each individual advertisement in each campaign will produce a definite profit in actual consumer sales.

Up to this time, an advertiser could only test a series of advertisements *as a whole*. But it is now a proved fact, borne out by countless tests, that one advertisement in a certain series will often produce *three and four times* its cost in sales—while another ad of the same size will bring only one-half its cost.

The entire series might bring an average sales ratio of two-to-one; that is, \$2 in sales for \$1 in advertising. But by eliminating the *weak ads*, and running only the *proven successful copy*, this ratio might very easily be increased to \$3 in sales for \$1 in advertising. In the national campaign, this would mean extra profits of many thousands of dollars to the advertiser.

Our method of testing each advertisement is now available to any advertiser



selling through dealers—whether he is now spending \$1,000 a month or \$100,000 a month. On more than one occasion we have seen a \$50 test develop into a \$100,000 business. Perhaps your product has the same possibilities. In any event, it now costs only a few dollars to find out. Our new book "Eliminating the Dronad" describes the method in detail. May we send you a copy, without cost or obligation? Please use your business letter-head. And mention "Sales Management."



Ruthrauff & Ryan, Inc., Advertising

404 Fourth Avenue
New York

225 North Michigan Avenue
Chicago

Why We Pay Each Salesman a Different Rate of Commission

(Continued from page 128)

question of salary is not so important to him, and it does not come up nearly so often, and when it does, it can be handled and settled more quickly and with less chance for dissatisfaction than under the straight salary plan.

I am often asked where do we obtain salesmen. Rarely do we go outside of our own organization. We generally find the men we want among the workers in our plant or secure them from dealers when they have had the experience we want. I am partial to the organization man when he has the necessary qualifications of initiative, aggressiveness, resourcefulness, selling ability and a full knowledge of the line. Other things being equal, the organization trained man is more representative of the company.

Reports Must Be Accurate

One of the most important principles of sales management, in my opinion, is a clear-cut understanding between salesman and company covering every detail of the salesman's relation with the company. In a business such as ours where price changes sometimes occur, the salesman must know what to expect in case of an increase or decrease in price. When changes do occur the sales basis is raised or lowered proportionately. Every month a sales report is mailed to the man showing quotas, bookings and shipments. All mail orders are credited to the salesmen in full.

We believe in keeping exact records. Every salesman mails in to the home office a daily report of calls. If no calls are made, the report form is mailed in with an explanation.

The report form is eight by five inches in size and provides spaces for name of city, name of dealer, lines sold, and quotations made or special information. A valuable feature of the report form is a code of numbers from 1 to 12, printed on the face of the form for economizing the salesman's time in noting down information of a stereotyped nature. Some of these items are "Buyer away"; "follow up on _____"; "promised to mail order"; "promises

to stock our line about _____"; and the like.

A complete sales record is kept for all dealers in every salesman's territory in the form of a folded or doubled eight by five inch card. The salesman carries blank duplicates of this card so when calling upon new dealers for the first time, he may send in to the home office a lot of general information about the customer, such as number of clerks in store, location, lines of goods carried, local prestige, has own catalogue, nature of surrounding territory, amount of territory covered, and the like. All this information when received at the home office is transferred to one of the regular record cards. Sales figures by quarters and years are entered on the card, classified according to kinds of goods sold. On the inside or reverse side of the card a transcript is kept of the salesman's calls.

I could go into other details of our record-keeping but I think the reader is probably more interested in how we have developed our sales force to its present degree of efficiency.

We Do Not Play Favorites

The thing in sales management which I regard as of supreme importance is having the men know that everybody gets a square deal from the company. This, of course, is an immediate corollary from the proposition that merit is the only road to preferment. A great many people believe this to be a fine theory until the boss' son or one of their own relatives comes along and wants a job.

Just as the marriage of near relatives is a kind of in-breeding that when carried too far weakens the strain, so the presence of relatives in a business organization has a tendency to undermine confidence. I said a few paragraphs back that I believed in picking men for the sales force from within our organization. But this did not mean that I favored the employment of friends and relatives. Nor does it mean that I believe all the good ideas necessarily come from within.

It is putting the salesman upon

are you a
salesmanager
“gunning for
ideas”?



I HAVE been a Sales Manager. I know what it's like to go gunning for new sales ideas to make the shipping room work nights. You may have a new product to introduce. You may need more dealers somewhere. Your own organization may need putting on its toes.

For such a Sales Manager as you—we have an organization whose sales "ideas" and printed ammunition have bagged much wary game.

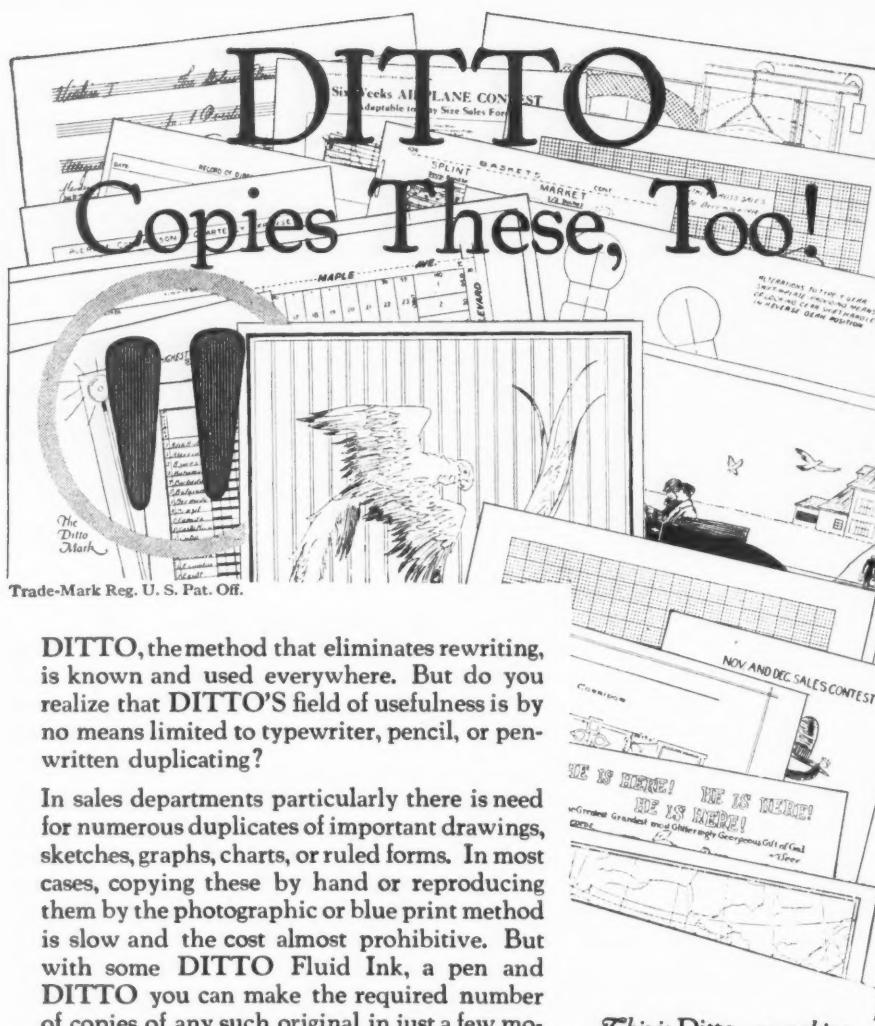
If you will drop us a letter telling us what you are trying to "put over", we will get busy with "ideas".

It's open season for hunting "ideas" right now.

—R. J. HAUSAUER
President

**BAKER - JONES -
HAUSAUER, Inc.**
45 Carroll St. Buffalo, N.Y.

"Building Better Business with
Better Business Printing"



Trade-Mark Reg. U. S. Pat. Off.

DITTO, the method that eliminates rewriting, is known and used everywhere. But do you realize that **DITTO'S** field of usefulness is by no means limited to typewriter, pencil, or pen-written duplicating?

In sales departments particularly there is need for numerous duplicates of important drawings, sketches, graphs, charts, or ruled forms. In most cases, copying these by hand or reproducing them by the photographic or blue print method is slow and the cost almost prohibitive. But with some **DITTO** Fluid Ink, a pen and **DITTO** you can make the required number of copies of any such original in just a few moments—at a cost of about 5c a hundred copies!

DITTO copies may be made in any of five colors, or combinations of these. The finest lines are reproduced in faithful detail, and **DITTO** copies are clean, non-smudging facsimiles.

In this work, **DITTO** provides an opportunity to try out proposed forms without going to the big expense of printing. You can make illustrated sales bulletins and notices, advertising layouts, illustrated letters or postcards, maps, small-run house organs, charts and the like quickly and at small cost.

The use of a **DITTO** machine for this duty does not impair in any way its usefulness for making copies of written data. Not a single change to the machine is required. Combinations of written, or printed matter and drawings are made without a second's delay.

More than likely you have real need for **DITTO**, and the fine, efficient systems **DITTO** makes possible. You ought to know what **DITTO** can do for you anyway. Use the coupon, or your letterhead, and get the **DITTO** story.

DITTO, Incorporated, 5th Floor, 530 South Dearborn Street, Chicago

Ditto

ELIMINATES REWRITING

This is Ditto—a machine that eliminates rewriting, making possible the most modern methods of inter-organization communication and control. Ditto makes up to 100 exact duplicates of all or any part of any data that can be typed, written, drawn or even printed. Any combination of these means may be employed. Ditto copies may be made on practically any paper, or even cardboard. Colors can be used. There's no carbon paper to pack, no stencil to cut, no type to set. Any bright boy or girl can operate Ditto. And Ditto copies cost about 5 cents a hundred!

SM-11-23

DITTO
Incorporated
5th Floor
530 S. Dearborn St.
Chicago, Ill.

Give us full facts regarding
Ditto. Send the **Ditto Book**.

Name _____

Firm Name _____

Address _____

Nature of Business _____

the right basis to reach his own greatest development that appeals to the best grade of men, that keeps them year after year and rewards their best efforts with the sort of rewards the best grade of men want.

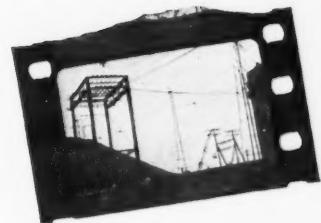
One sales force differs from another as do kinds of merchandise. Here, for example, is a line of household brushes sold direct from maker to consumer by salesmen. Most specialty salesmen work on commission. They must concentrate with great intensity on finding a prospect, making a canvass on the spot and closing a sale. The proposition calls for a particular kind of selling ability, highly specialized. The rate of turnover on a sales force of that kind is generally high. It is short-haul selling, to borrow a transportation term.

"Long-Haul" Selling

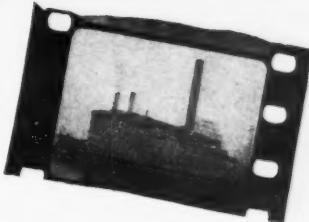
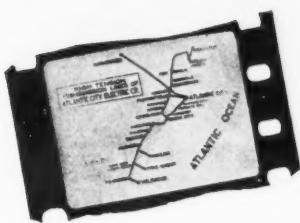
In a line such as ours a salesman must have other faculties in addition to the one of closing a particular order on the spot. His job is long-haul selling, so to speak. He is engaged in working for the future as well as the present, in building up his trade, month by month, year by year. He must be something more than merely a salesman. He must be a representative of the company in the full sense of that much over-worked term. He must be able to sell—primarily that, or we would have to replace him with someone who could sell—but in addition he must have business ability, vision, a broad outlook, good judgment, standing with his customers and sociability.

I said I did not believe all the good ideas necessarily came from within an organization. By this I mean that there is another form of in-breeding in business and that is the in-breeding of ideas—the thing that happens in an organization when the officers and department heads immure themselves within their four walls and can scarcely be prevailed upon to look outside of their own organization. This is just as fatal in the long run as building a working force with friends and relatives.

Therefore we bring to bear upon our business all the light we can get from outside sources—business conditions, the trend of markets in all lines, bank clearings, the cost of living, the prices of commodities.



A public utility is judged not by the vastness of its resources, investment and organization, but by the service it renders each individual consumer.



Creating Good-will for a Public Utility

THE public utility's greatest problem is Public Relations—to make people realize that it is not a cold, impersonal machine, but a humanized enterprise performing an essential function in the growth of every community. Even a small public utility is big. When its policy is truly one of public improvement, it soon grows so that much of its activity is out of the public sight; its range is much greater than public comprehension.

How One Company Solved the Problem

Ten years ago the Atlantic City Electric Company had about 2,000 customers within a radius of five miles. Now it serves 22,000 customers, and its lines extend for fifty miles along the Jersey coast and inland twenty-seven miles. The company's vast equipment, physical resources, growth and individual service to its customers have been visualized by means of an intensely interesting Industrial Motion Picture recently made by the Pathéscope Film Service.

The Company's Commercial Manager writes:

"I consider this picture about the very best advertising we have ever had; not only does it reach our consumers, stockholders and others, telling them the story of what we are doing every day, when it would be impossible to tell them in any other manner, but it also is of great benefit from the point of public relations with the citizens we serve."

An investment for an Industrial Motion Picture is much lower than you probably imagine. We will be glad to explain and demonstrate the Pathéscope Film Service, either at the Pathéscope Salon, or your office.



The Pathéscope Co. of America, Inc.

Suite 1824 Aeolian Bldg., 35 West 42nd Street, New York

WILLARD B. COOK, President

Agencies in Principal Cities

"I have shown this picture literally to thousands of people in our territory, starting off with the civic organizations, such as Kiwanis, Rotary, Lions and Chamber of Commerce in this city, and the similar bodies at other towns served by us; then to several churches, high schools, public schools; and lastly and perhaps the best as far as reaching the greater number of people concerned, several theaters. The reaction has been extremely noticeable and very gratifying."

Preferred Stock Sales

Industrial Motion Pictures offer a most effective means of reaching prospects for the sale of preferred stock and of making a stock-selling campaign both interesting and informative. No other medium of educational propaganda offers greater opportunities for controlled exploitation, none to which the public is more readily responsive, than a well-prepared, carefully thought out and skilfully presented Industrial Motion Picture.

The Pathéscope Film Service is Complete

The Pathéscope Film Service is equipped to render a distinctive service and undivided responsibility, in writing the scenario, taking the picture, making the prints on either theater size or narrow-width "Safety Standard" film, and arranging proper and adequate distribution.

New Premier Pathéscope the Standard Industrial Motion Picture Projector

The New Premier Pathéscope is a motion-picture projector *so exquisitely built* that its large, brilliant, flickerless pictures amaze expert critics. It uses only "Safety Standard" narrow-width film, and every Pathéscope projector and film bears the Approval Seal of the Underwriters' Laboratories, Inc. The Pathéscope weighs only twenty-three pounds and can be carried in a small suitcase.

Among our satisfied clients we include:

Alpha Portland Cement Company
American Gas & Electric Company
Baldwin Locomotive Works
Colgate & Company
Foamite-Childs Corporation
General Electric Company
International Mercantile Marine
Kirkman & Sons
McGraw-Hill Publishing Company
Mosler Safe Company
National Cash Register Company
Ohio Power Company
Owens Bottle Company
Postal Telegraph Company
Reading Iron Company
John A. Roebling Sons Company
The Standard Textile Products Company
Tide Water Oil Company
United Railway & Light Company
U. S. Cast Iron Pipe & Foundry Company
Westinghouse Lamp Company

as well as many others.

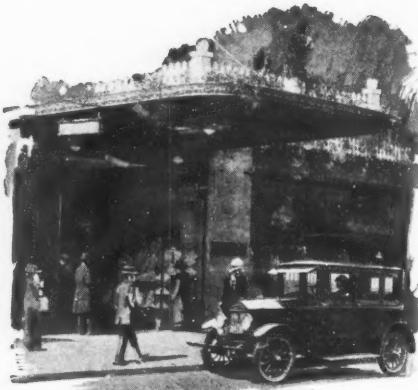


Sell in this great market

Here is a selling method which sorts out from all the millionaire customers—those who have telephone service, and habitually shop in active trading centers—and group for you to sell through the Butterick publica-



Solicitation by telephone: The solicitation of subscriptions for *The Delineator* and *The Designer* is conducted by telephone by staff representatives from the more than 10,000 dry goods and department stores that handle Butterick and Designer patterns.



Charge Customers: The solicitation is addressed to the charge customers of these stores (and in some instances to lists of well-to-do women sought as charge customers by the merchants), all being obviously telephone subscribers; both points assuring the quality of Butterick customers.

THE people who spend the most money are, as a rule, the people who have the most money to spend.

This is a perfectly obvious truth, as is also the fact that the chief aim of most selling is chiefly to reach these same people.

But no one appreciates better than the sales manager how difficult is the task of reaching the well-to-do both in large numbers and *exclusively*.

Nothing would please the sales manager more than to find available for his use a great machine for sifting and sorting out from all the population those qualified to be his prospects by the possession of unusual means,—but he cannot look to most publications to perform the task for him, for the simple reason that there rarely exists an objective worth the publisher's while to focus his selling effort upon these better-than-average prospects.

The Circulation Sweepstakes —and an Exception

SO it is not surprising that advertising space has come to be so generally judged by the simple formula of How much have you and what do you charge for it? or that competition for advertising has tended to resolve itself into a contest of circulation departments.

And yet there is a distinguished exception in the case of the Butterick Combination.

Now it would be well, before we lay claim to any singular and exclusive attributes of goodness or wisdom for ourselves, to state at the beginning that Butterick's quality distinction is not due to any higher or finer aims, but simply to the dual nature of the Butterick business.

For Butterick, the Publishing House, and Butterick, the Fashion House, are integral and identical—and complementary.

And since Butterick prospects—for magazines and patterns alike—are differentiated from the greater millions by characteristics that are clearly determinable, Butterick periodicals are addressed to women of these same characteristics.

The Long Arm of Coincidence

NOW it is virtually a matter of coincidence that these preferred prospects for Butterick are preferred prospects for better-class merchandise, too. If they were not, it is highly improbable that Butterick would make any more effort to reach them than other publishers do.

But it is an important coincidence to advertisers be-



How Big You an ElecMag

IT is the particular of magazines to lend themselves to a class of prospects; each of them out from millions those compete thousands attracted by the nature of their or the pocketbooks.

The process might be likened electro-magnet, raking the country and drawing to its pole the particular which it possesses an appeal; its editorial contents machinery builds circulation, often and bring to its pages a bias and un-

Now this principle live circulation new,—but there remain advertisements as to the scale upon the operations conducted.

This is the story of publishing succeeded in the excess of circulation by the of the possesses an unique in men principles and new methods.

ake of hand-picked prospects

million comparatively few women who carry charge accounts, enjoy cents and gathers together nearly one million of them in a single periodicals, *The Delineator* and *The Designer*



Big You Build EleMagnet?

particular of magazines that they selves to of classifying pros-
of them out from the greater
the compete thousands or hun-
sousands attracted to its appeal
of them or the sizes of their

s might be likened to a gigantic
et, raking the country through
to its particular few for
esses and appeal; attracting by
contents machinery by which it
ation, or men and women who
ages a broad and unified interest.
principle circulation is not
ere remain advertisers a question
ale upon the operation can be

story of publishing house has
the excellen of building quality
oy the s of thousands,—and
unique in men interested in new
d new selling.

cause it is at bottom responsible for the one large scale quality-circulation building program among American periodicals.

The Blue List Method of building circulation, exclusively employed by the Butterick Organization, is planned to take advantage of the possibilities of cooperation between Butterick's pattern service and Butterick's publishing business.

Briefly, the Blue List Method consists of—

the solicitation of subscriptions for *The Delineator* or *The Designer*; conducted by telephone by staff representatives from the leaders among the more than 10,000 dry goods and department stores that handle Butterick and Designer patterns;

the solicitation being addressed to the charge customers of these stores (and in some instances lists of well-to-do women sought as charge customers by the merchants); all being obviously telephone subscribers;

a concession in price being offered conditioned upon the subscriber calling in person for her copy at the store; an economy made possible by the merchant paying the delivery costs.

Mark well, if you please, the three ends accomplished by this program:

1. *Maximum reader interest*: women who are sold readily by telephone, which is economical selling from Butterick's point of view; and since it is easily resisted selling, indicates a natural interest in Butterick publications on the part of Butterick readers.
2. *Downtown shopping customers*: women whose frequent shopping trips make them even better customers for Butterick merchants; and for the advertisers who principally sell in the most active trading centers.
3. *Quality customers*: for Butterick, for the store's merchandise, for Butterick advertisers.

These three major points about Butterick Blue List circulation insure the 3 major objectives of your advertising campaign:

1. quality prospects;
2. attention for your message;
3. sales for your dealers.

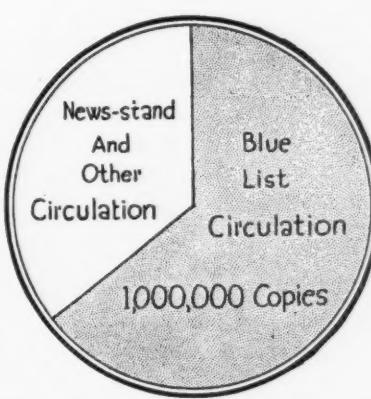
The Butterick Combination *The Delineator and The Designer*

Spring & Vandam Streets

NEW YORK



Call at the Store: The subscription is taken conditioned upon the subscriber calling for her copy at the store. Butterick and Designer customers are habitually downtown shopping customers; and so are even better customers for their merchants and for advertisers who principally sell in the most active trading centers.



In round numbers, nearly
1,000,000 copies of *The
Delineator* and *The De-
signer* are sold by The Blue
List Method.

How Advertising Pays Its Own Way

JAMES H. COLLINS, writing in the October issue of the "Elks Magazine" submits an effective answer to the parlor communists and platform economists who claim that advertising is waste, adding an unnecessary burden to the already high cost of living.

Mr. Collins says, in part: "Advertising men have figured out lower selling costs on many every day articles that you see advertised in your magazines and newspapers.

"One of the most famous cases is that of an artificial abrasive made in the electric furnace. In 1893, only fifty pounds a year were made, and the only customers were jewelers, who bought it for grinding diamonds at nearly \$1,000 a pound. Today, it is sold for four cents a pound, and advertising did the trick. As new customers were found, and the stuff made in larger quantities, the price was steadily reduced—to \$500 a pound, then \$400, then \$10 and finally four cents. Tons and tons of emery powder were used for all sorts of grinding. It sold at four cents. The artificial abrasive could not be made cheap enough to compete in price then, but it would do so much more work, and faster than emery, that it was advertised on that basis, and the output increased so the manufacturing cost could be lowered still further.

"When a camera manufacturer began advertising more than thirty years ago, he sold a camera that made a two-and-a-half-inch picture for \$25. Today, he sells a better camera of the same size for \$2.

"Grape-Juice is another interesting example. The first manufacturer to advertise this beverage, now almost a national drink, sold his product to the grocer at \$10 a case when he began business, at which time he was paying \$10 a ton for grapes. People didn't like unfermented grape-juice then. Even temperance people opposed it. So the public had to be told about its food value and healthfulness, through advertising. Gradually, the trade price has been brought down to between four and five dollars (it fluctuates according to the season), while grape growers are paid from \$50 to \$60 a ton for their fruit."

IS a sales-manager unsound in judgment when he applies the concrete test of figures to measure advertising?

He must meet that same test in his sales!

Nothing sacred about advertising protects it from the short-range test of sales and the long-range test of good-will.

Some sales-managers have been glad to get acquainted with an agency that welcomes their wish to tie advertising fast to merchandising—and that knows how to do that practical thing without mysterious incantations and hesitations.

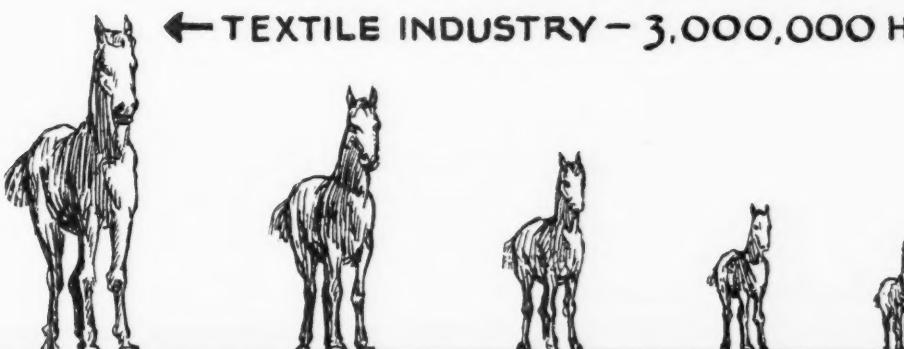
FONDA-HAUP
T COMPANY, INC.
286 FIFTH AVENUE
NEW YORK



An advertising agency that gets to work promptly to execute the ideas of sales-managers, as well as to contribute its own ideas, always on a sane merchandising basis.

INQUIRIES ARE WELCOME

← TEXTILE INDUSTRY - 3,000,000 H.P.



FIRST!

The New Significance of "H. P."

DUUE to the steadily increasing importance of mechanical power as a factor in production, industrial advertisers are paying more attention to the *number of H. P. consumed* in comparing the relative size and importance of different industrial markets.

More Horse Power means more machines, more equipment and supplies, bigger plants.

It is significant to note that the textile industry consumes more power than any other manufacturing industry. The figure is about 3,000,000 H.P., which is more than $\frac{1}{8}$ the total consumed in all industries.

If yours is "an industrial product," can you afford to ignore this industry in your sales plans for 1924? Especially as you can reach the men who control 90% of the purchasing power by advertising in *one* publication —**TEXTILE WORLD**.

TEXTILE WORLD is prepared at all times to cooperate with advertisers either in furnishing technical or marketing information or in planning and carrying out an actual campaign of advertising, including the preparation of advertisements.

Textile World

Audit Bureau of Circulations
Associated Business Papers, Inc.

334 Fourth Ave., New York

Sales Manager's Opportunity

ARE you tied to a business with a limited future?—pushing a product, perhaps, or a line that has a limited market? Are you working for a house whose blind-alley sales policies are getting you nowhere?

How about your earnings—are they a step or two behind your ability and ambition? If so, why don't you get out and own your own business?

Get into the coming business—the direct-to-consumer plan of distribution, a plan that lowers selling costs and brings necessities to the user's door at a saving under present methods.

Make More Money The direct selling system offers salesmen and sales managers the chance of earning bigger money. For, the pay is in keeping with a man's effort and ability. And, of course, there is a much

Bigger Future You develop and train your own sales force by opening up branch offices. The more men you employ, the bigger the income. Your territory is yours for keeps. No switching around from one part of the country to another—no long trips. You can be with your family every night.

Small Capital Required No territorial rights to buy—no money to invest in stock or merchandise. All the capital required is money to rent and equip an office, and to finance yourself until your organization is built. The commodity your men will sell is an every-day necessity—a repeater.

Genuine FULL-Fashioned Silk Hosiery

Made by a modern \$300,000 mill—the only concern selling genuine FULL-fashioned silk hosiery direct from mill to consumer. We now have branches in seventy-five cities, managed by district sales managers, many of whom have incomes well up in the five-figure class. The salesmen have no deliveries to make. They are paid daily. Very shortly they will have national advertising working for them.

If you are morally and financially responsible and think you can qualify for one of the district sales managements that larger production now permits us to offer, write us—in confidence, giving full particulars about yourself, as to your connections, your age, married or single. We will then send you complete information and then arrange for an interview.

Write at once, addressing Box 785

Noe-Equil Hosiery Mills, Inc.
Reading, Pennsylvania

Salesmen Fix Their Own Quotas

IN nearly every sales conference when the matter of quotas is brought up there is usually a battle between the management and the salesmen, each salesman feeling certain that his quota is too high, and that for reasons peculiar to his territory alone, the quota should be allowed to remain more or less stationary.

Knowing this tendency of salesmen, and realizing that it is but natural for the average salesman to feel that he has just completed his best work John Glossinger, sales director of The Williamson Candy Company, manufacturers of "Oh Henry" candy bars, decided to let the salesmen as a whole set their own quotas.

In his own mind Mr. Glossinger felt that sales should increase forty-three per cent for the last half of 1923, as compared with the same period of 1922. So when he called a sales conference in Chicago early in August nothing was said about quota until the night of the banquet which was to close the conference.

"I want every man in this organization to have a forward look," said Mr. Glossinger in introducing the subject, "he must look at the business as a whole, from the broad standpoint, rather than merely from the narrow viewpoint of his own territory. Now you have all seen what we have done since 'Oh Henry' was put on the market. You have seen what we are going to do to help you. Now I want each man to write on a slip of paper his own idea as to how much this business ought to increase during the remainder of 1923. I mean the business as a whole, not the business in your own territory."

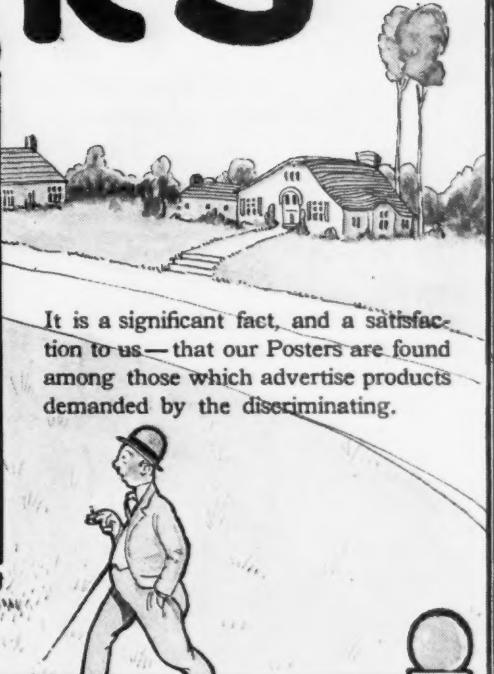
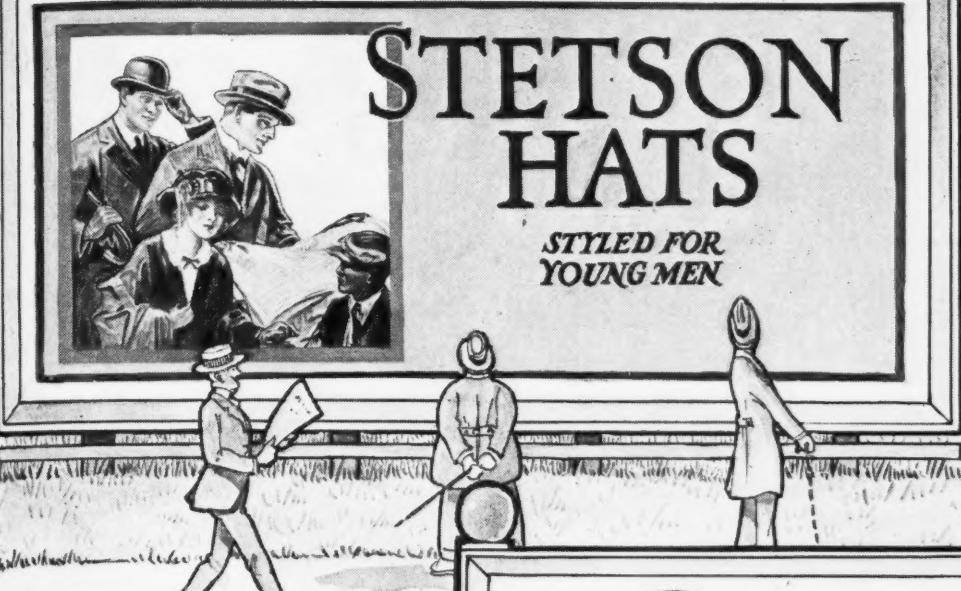
After a few remarks of this nature Mr. Glossinger passed around blank sheets of paper and asked each man to write down the percentage of increase the business ought to enjoy. The figures ranged from thirty to sixty per cent. When they were all in they were added up, and divided by the number of men who voted. The figure was forty-four per cent—one point more than was set by Mr. Glossinger himself. The men voted to promise the company that much increase in sales.

POSTERS

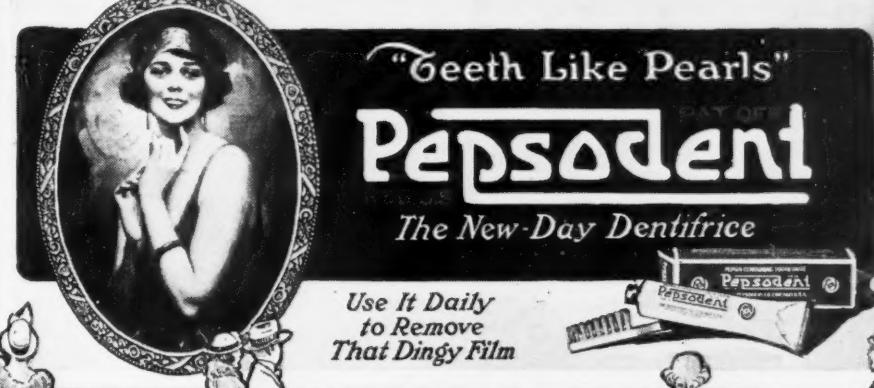
STETSON HATS

STYLED FOR
YOUNG MEN

It is a significant fact, and a satisfaction to us—that our Posters are found among those which advertise products demanded by the discriminating.



Claims to **quality** and **service** are so common and so often meaningless, that we prefer to rely upon the satisfaction and continued patronage of our most particular customers for our recommendation. It is results that count, and define merit.



Use It Daily
to Remove
That Dingy Film



Consult us about your next Poster

The
**UNITED STATES PRINTING
and LITHOGRAPH COMPANY**

CINCINNATI
15 Beech Street
BROOKLYN
95 N. Third Street BALTIMORE
20 Covington Street

Sales Managers

You can now combine real Desk-Utility with more convenient department or your individual files—at one cost

"I have it right here"



Read it right in your desk

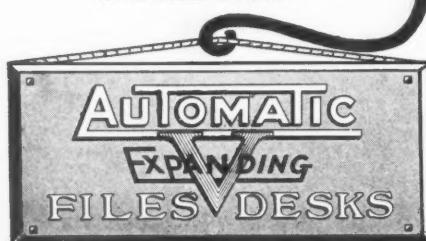
Without the usual searching, without running through drawers, without even turning your chair, you can find and read any paper.

Open the drawer—automatically the file expands—you have a 9-inch "V" spread for instant reference. As you shut the drawer—all your individual or department matters, forms, etc., are automatically compressed for safe keeping. Twenty-one SOLID inches, capacity of each Automatic V Expanding file, is more than all the old type desk could hold with papers stored away horizontally.

But, this is only one exclusive improvement. You'll find real satisfaction in Auto-Utility Desk convenience and to know that all drawers will always operate easily and quietly on their roller bearing steel extension slides.

There's a model for every man's needs

AUTO-UTILITY DESKS



Write for Free Trial Plan

We want to show you more ways a modern desk can save—on your particular work. Write for full details and our free trial plan. No obligation, of course. Your letter brings the whole story. Send for catalogs—23S (Desks), 24S (Files), 25S (Systems).

Automatic File & Index Co.

West Sixth St.

Green Bay, Wisconsin

Chicago, 29 S. LaSalle St.
New York City, 70 Duane
Los Angeles, 420 S. Spring

Sales Executives Meet to Discuss Distribution

W. R. Hill of Rochester to head American Society of Sales Executives; many problems discussed at Buck Hill Falls meeting

The new officers elected by the American Society of Sales Executives at their annual conference at Buck Hill Falls, Pennsylvania, are: W. R. Hill, president, Sargent & Greenleaf, Rochester, N. Y., chairman of the Executive Committee; C. K. Woodbridge, president, Dictaphone Sales Corporation, secretary; M. L. Havey, vice-president, The Celluloid Company, treasurer.

C. F. Abbott, managing director, American Institute of Steel Construction; H. W. Hoover, president, The Hoover Company, North Canton, Ohio; and T. F. James, vice-president, The Brown Shoe Company, were elected members of the Executive Committee.

Sales Problems Considered

Among the topics discussed were: Direct selling.

How can the cost of distribution be reduced?

How can price competition be met?

What are the advantages of the decimal system of cataloging and pricing over the dozen or gross system?

How to assist salesmen to become retailers so as to build up dealer distribution and increase the earning capacity of the man who has reached his limit with the company with which he is working.

Methods of locating and securing competent salesmen.

In view of the constantly, if gradually, increasing cost of marketing operations, due to increased rents, labor costs, and other elements which are pushing the selling expense up for practically all classes of business; also in view of the increased competition on price brought about by the endeavors of many producers and manufacturers to meet the increased expense issue by securing such increased volume as will enable a decreased overhead, resulting in decreased gross margins and consequent decreased net profits, notwithstanding improved business

conditions and increased volume of sales—what measures can be taken most efficiently to meet this issue; that is, after all possible measures have been taken to reduce production or manufacturing expense, does the solution lie along lines of new methods of distribution, or through an increase of price to provide the necessary margin to show the required net profit, irrespective of price competition?

How to equalize the earnings of salesmen selling products differing greatly in value but requiring practically similar sales effort.

Can service on a mechanical appliance be handled by the sales organization better than a separate service organization?

Quantity discounts: (a) Under what conditions are they advisable, if at all?

How to develop executives who can plan the day's work.

What foundations are we laying to secure our sales executives of the future, and what are we doing for the large number of minor executives we are promoting from day to day from the ranks of the salesman?

The National Tire Dealers' Association will hold its annual convention at the Pennsylvania Hotel, New York, November 13, 14 and 15. The matter of spring datings is expected to be threshed out at this meeting, as well as other merchandising problems such as the customers' price list, and the matter of handling three grades of casings made by the same manufacturer.

The Automotive Equipment Association's latest sales film, "An Automotive Christmas," is being shown to dealer and garagemen meetings with the idea of stimulating the sale of automotive equipment for Christmas gifts. This is the third year of the association's campaign to make December a big sales month for automotive equipment instead of a dead one as it has been in the past.



Covers Two Distinct Direct Mail Fields

One form of a. d. a. (applied direct advertising) goes from the manufacturer *direct* to the retailer. The other goes from the manufacturer's retailers *direct* to the consumer, but is controlled by the manufacturer.

a. d. a. to Retailers

This form is employed to enlarge dealer organizations, to make announcements of new products or changes in selling policy, to educate dealers in better and more modern merchandising methods and to line dealers up solidly behind special sales drives. Produced complete, from conception to mailing.

a. d. a. to Consumers

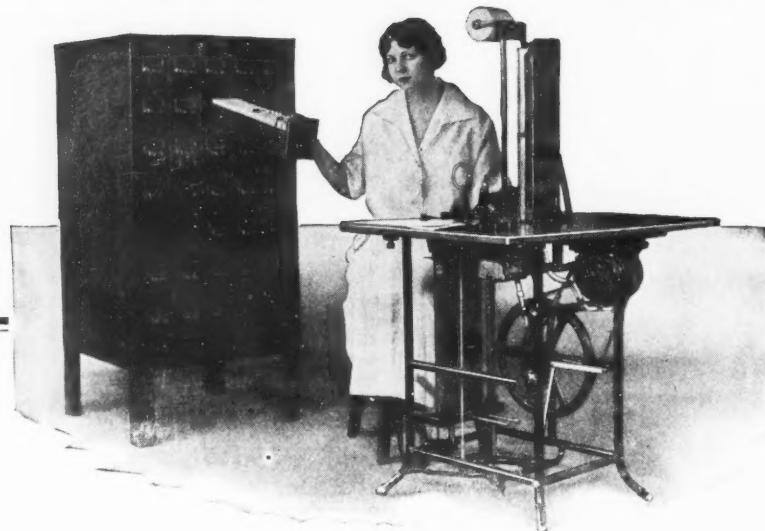
Here the manufacturer's advertising is *localized* to his dealer's store, *individualized* to the dealer's prospects and customers. Dealers' sales efforts become unified and organized; manufacturer gets more sales control over dealer activities; and every other form of advertising is emphasized and supported because a. d. a. *localizes* it.

Caxton offers, without obligation, the combined merchandising counsel of its organization, applied to your particular product and to your specific marketing difficulties. Caxton offers the merchandising viewpoint of an "outsider" with all the advantages of an unprejudiced perspective. Write.



THE CAXTON COMPANY
Applied Direct Advertising
Cleveland, Ohio

You Can Definitely Solve Your Addressing Problems with the **INDEXOGRAPH**



Efficient—Enduring—Economical

NO LIVE business that wishes to keep its customers satisfied and informed, or that desires to increase its horizon can afford to get along without mechanical addressing equipment. And no business that needs such equipment can operate on a thoroughly efficient basis until it has adopted the system which gives the best results at the least expenditure of time, effort and money.

The Indexograph is the crowning achievement of 38 years of specialized experience in the field of mechanical addressing. It not only supplies a machine embracing every desirable feature of a mechanical addressing apparatus for general use, but makes possible the use of the Indexograph Stencil.

This stencil is unquestionably the biggest "little thing" ever developed by any addressing system. It keeps every needed bit of information regarding the customer or prospect exactly where it should be—

right on the stencil itself, thus making changes, additions, etc., easy to attend to at the very time stencils are being run through the

*Use the
Coupon
Today*

—It points the way to a business day that is broader and better in every way



BELLE KNAP
The Better Business Girl

machine. It is the biggest sort of contribution to the keeping of lists strictly up to date, and it eliminates, absolutely, the keeping of separate card indexes or elaborate cross systems.

The Indexograph stencil is a perfect printing instrument and a complete card-index combined

Like all Belknap System stencils, it can be cut right on the office typewriter, just as easily, just as quickly as an envelope can be addressed.

Whether your need be for the handling of a few hundred names several times a year, or for the addressing of thousands of pieces of mail matter every working day, you should investigate the Indexograph. Using the attached coupon places you under no obligation.

RAPID ADDRESSING MACHINE CO.

BELKNAP SYSTEM
40-F WEST 23rd STREET, NEW YORK

Offices in All Principal Cities

Member of the National Association of Office Appliance Manufacturers

RAPID ADDRESSING MACHINE CO. 40-F W. 23rd Street
BELKNAP SYSTEM New York

Gentlemen: We want to know all about the INDEXOGRAPH. Please send us full information and particulars.

Name.....

Address.....

Business.....

When You Need Salesmen In a Big Hurry

Plans Used by One Organization to Recruit Three Hundred Salesmen in Less than a Month

THAT it is possible to recruit an emergency sales force of nearly three hundred men in two weeks is being demonstrated by a well-known food product manufacturer, whose branch sales managers in various cities are doing the work.

Four simple and more or less obvious plans are being used in addition to the convention method of advertising in the classified columns of daily newspapers.

Inasmuch as this manufacturer is advertising in all the papers in cities where salesmen are being hired, the branch sales managers are first visiting the newspaper promotion men. These promotion men, or merchandising men, as some papers call them, usually have files of salesmen who have formerly worked in sales campaigns for short periods of time. In nearly every case the newspaper promotion men have been able to locate from three to fifteen salesmen who were glad to accept temporary positions.

A Time Tried Method

The second plan is more elaborate, but is being resorted to whenever the need is apparent. The branch sales managers rent a temporarily vacant store, rig up a display and demonstration of the product. A salesman is placed in charge of the demonstration to answer questions and pass out advertising matter. He is constantly on the lookout for likely looking men who might be interested in temporary sales positions. It is his duty to give these men application blanks and tell of the work to be done. They are requested to fill out the application blanks, and call back the next day to meet the sales manager, who decides whether or not they are wanted.

In any big city thousands of folks pass along every street who have a few minutes to spare to satisfy their curiosity. Naturally, many of these passers-by are out of work. They amble in to see what the display is all about and ask questions. Al-

though it is necessary to weed out a number of advance-seekers, and a mass of riff-raff, each demonstration room is responsible for obtaining a number of really good men.

It is true, this method has been more or less abused by schemers, who sell stock or state rights for various sorts of questionable enterprises, but the same questionable schemes are promoted in other legitimate methods, so the company felt that it was not beneath its dignity to use this plan for recruiting salesmen. Advertising folders and a limited number of samples are distributed so that the cost is almost paid for in advertising.

The School Idea

The most successful plan which this manufacturer is using, is to advertise in the daily papers that on such-and-such a night there will be a free lecture on "Salesmanship" in such-and-such a place. Usually it is a hotel auditorium, or some easily accessible public meeting place. A good inspiration speaker is employed, who delivers a sound and practical talk on "Salesmanship." At the close of the meeting it is explained that a number of good salesmen are needed to introduce the new product. The audience is invited to fill out application blanks and apply for the position right on the spot if interested.

If the speaker happens to be someone of considerable local repute, the newspapers often cover the meeting and report it in the following day's papers. The speaker is usually used on three successive evenings, and his talks are advertised, both in the display and classified columns of the daily papers. While the first night usually brings a number of people who will go to anything that is free, the second and third nights usually attract a number of men who are good salesmen, and temporarily unemployed.

The last plan is to print up a number of placards announcing the fact that the company needs a number of good salesmen at once. "If



JUST off the press!

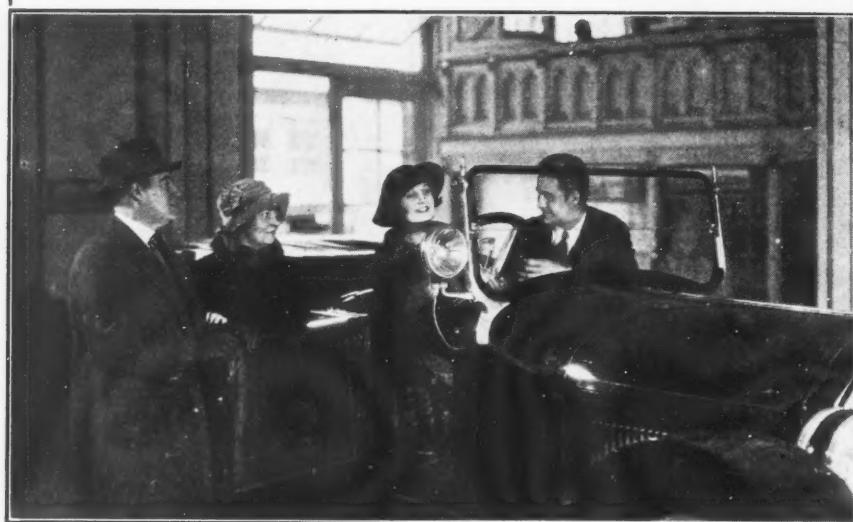
A 24-page booklet analyzing and classifying the automobile industry. Shows distribution of 14,000,000 automobile owners for 1923, how lists are compiled and checked, gives statistics and much other pertinent information. This is the very latest edition.

Send For It

THE
REUBEN H.
DONNELLEY
CORPORATION

CHICAGO
NEVADA, IA.
NEW YORK

Correspondence to Nevada



Youth—the Purchasing Agent for the Family Car

IN the first half of 1923, nearly two million automobiles were bought and paid for.

Most of them father paid for—but son or daughter bought.

Automobile dealers everywhere will tell you that wherever there are younger people in the family, which means practically everywhere, the choice of the car is chiefly swayed by these same younger people.

For in motor cars as in everything else, in clothes and home furnishings and foods, Youth must be served.

Youth is, in fact, so evidently the best kind of prospect that it is surprising that any advertisers anywhere have ever ignored the fact. Advertisers who are selling to Youth will tell you very readily that they are the best prospects, not alone because they are most enthusiastic and impressionable, but because they want so many things and must have them.

The readiest access to Youth is offered through Youth's favorite magazine, Photoplay.

Photoplay offers you an audience of a half million younger people in the 18 to 30 age group, a larger circulation of exclusively young people than is enjoyed by any other general magazine.

Photoplay has a prominent place on the lists of most buyers of advertising who are apprised of this important and growing dominance of Youth in buying.

PHOTOPLAY MAGAZINE *"Predominant with the 18 to 30 Age Group"*

JAMES R. QUIRK, Publisher
C. W. FULLER, Advertising Manager

750 N. Michigan Ave., Chicago 221 W. 57th St., New York 127 Federal St., Boston

you are an experienced salesman we welcome your application for a position on our sales force provided you can start to work at once," the placard reads. Address, telephone number and the branch manager's name are included, along with the statement that the line is a well-established food product.

These placards are posted in railway stations, waiting rooms, hotel lobbies, recreation parlors, Y. M. C. A.'s, and any other place where salesmen are liable to congregate. Blotters with the same message are printed and mailed to hotels in the towns surrounding the cities where branch offices are located.

The men who put up the placards are also instructed to ask the clerks in small hotels if they know of any good salesmen who are at liberty. When a salesman is looking for work he usually visits the large city nearby and often stops at the smaller hotel to save expenses. Clerks in these smaller hotels often know the names of guests who are out of work, and are in a position to say whether or not any of their guests might be interested.

Weeding Out the "Lemons"

This concern has found that the average large city is a sort of clearing house for salesmen who are out of work. Through the big towns go all sorts of job hunters, from the professional wanderer in search of a soft snap, to the genuinely ambitious salesman who comes to the larger cities hoping to obtain a position quickly. The men are available the company has been found, the only problem being that of making the contact with the thousands of men who are open for positions at the time when the company needs them.

From the organization of the temporary men, who are being used to obtain immediate distribution, a nucleus of a permanent organization will be formed.

In recruiting large numbers of salesmen quickly it is often necessary to hire men without looking up their references carefully and it is inevitable that some "lemons" will slip through. By explaining to the men that a permanent position may develop out of the temporary work, it is easy to obtain the data on their past records, which will enable the sales manager in charge to look up the records of the various men.

For Sale—in Chicago

Two Kinds of Evening Newspaper Circulation

ONE of them is "under forty" circulation—young people, alert, aggressive—buying into life with all the money and energy they control.

The other kind is "over forty" circulation—with buying habits formed, with minds less open to new things.

This "under forty" circulation can be reached in Chicago by the paper that is made to order for Youth—the paper that is vigorous with its treatment of news and features—the paper that is a trusted friend and welcome companion in nearly 400,000 homes throughout the rich, responsive Chicago market.

CHICAGO AMERICAN

a good newspaper

A Straight Talk On Window Displays for Manufacturers and Advertising Men

We are Producing Advertising Material for such Customers as:

Cheramy
Colgate
Mobiloil
Postum Cereal
Corn Products
Kirk Soap
Dixon Pencil
Tidewater Oil
American Tobacco
United Drug
Standard Oil
Safe-Cabinet
Whistle
Vaseline
Gardner's Cakes
Roger & Gallet
U. S. Rubber
Many Leading Agencies

When is a Window Display a Window Display?

Ans. When it is in the Window.

What is a Window Display that doesn't get into the Window?

Ans. Just so much colored cardboard which nobody sees.

What do you lose when your Display doesn't go into the Window?

Ans. You lose the cost of the attempted distribution; you lose the cost of the material, and above all, you lose the power of the Window in helping your local sales and in tying up the dealer with your other advertising.

Do you distribute your Displays by mailing them out to dealers?

Ans. Look in the cellar of almost any retail store and take an inventory of the unopened display material received during the past year or two.

Are your salesmen salesmen or window trimmers?

Ans. A salesman should use his time for selling. A window trimmer knows more about window trimming, anyhow.

How much do good windows cost you at the present time?

Ans. Just figure it up. You needn't answer this question.

How would you like 5,000 Uniform Dealer Windows?

We have a SERVICE that will obtain from 3,000 to 20,000 windows for you at a price ranging around \$4.00 per window. Everything is included—all ideas, art work, lithography and shipping, obtaining the windows where you have distribution (any place in the United States), and the actual decoration by trained window trimmers according to a photograph you have O. K'd. You get a receipt for every Window. You can release your Windows nationally when you release your newspaper, magazine or outdoor advertising. You cannot obtain ideas, art work, or lithography finer than used on PALMER ADVERTISING DISPLAY SETS. John Bradshaw Crandell, artist, and officer in this organization is at your service.

Do not forget your Dealer at the ultimate point of sale

We form a strong merchandising link in the advertising chain, and can create good-will and sales from fine windows from practically any manufacturer. We do cooperate strongly with Advertising Agencies to help the clients strengthen this heretofore weak link.

PALMER
Advertising Service, Inc.
19 West 44th Street
New York City

Gentlemen:

S. M. 11-23

We are interested in your complete window display service. Full details are outlined in letter attached. Send display samples.

Name _____ Position _____

Company _____

Address _____

We create and manufacture ideas for all display material, from 24-sheet posters to small hangers, as well as forceful direct mail campaigns. Write us fully.



The Sales Manager's Book Shelf

CREATIVE SALESMANSHIP, by Herbert W. Hess. (Lippincott.) This is rather a wholesale dose of abstractions concerned with the theory of salesmanship—from the way to shake hands intelligently to discussions of such terms as "plasticity," "symbology," and "the deficit policy." The principles of salesmanship, we suppose, are the same under any nomenclature, but we prefer ours under less ostentatious paragraph headings. A little seasoning with the good salt of experience renders this type of literature harmless, and even gives parts of it a definite value. The tremendous mental power exerted in reducing selling to such a system of theory and in carrying the art of definition to such lengths, is appreciated, but the only difficulty with such a book is that we can't see the forest for the trees.

We read, for instance, in the chapter on "Analyzing Temperament," "Truly, we are at school in the life of experience and the strides thus far made throughout the ages do but give us a glimmer of a world made free in its uses of all our possible forms of expression including our individual qualities. When the mechanism of creation shall be formed made subservient to the elemental desire to fulfill one's destiny or possibilities, we shall have evolved a newer, higher and absolutely normal universe. Buckle, in his book called *Cosmic Consciousness*, calls attention to the possibility of human evolution when the four temperaments of men shall be blended. When this is realized a newer kind of consciousness will possess the mind of man, the elemental essence and quality of ourselves will retain its place and the poetic be made real in purposive rhythmic action and in terms of utility, truth, goodness, beauty and wisdom. To the extent to which men in all activities conform to the law written in the accomplishment of purposes, to that extent do they obtain satisfaction and life-giving results. Their greatness is only relative in that they have grasped ahead of the others. But evolution demands that others follow."

ADVERTISING TO RETAILERS, by R. L. Burdick. (Ronald.) The increasing importance of that part of the distribution plan devoted to securing the attention and enlisting the cooperation of the dealer has focused the attention of many manufacturers upon the type of advertising that is designed particularly to build up a desirable trade relation. This book is a discussion of distributive advertising in its relationship to the total marketing plan, and in it the author seeks to define the factors that set off retailer advertising from consumer advertising. He points out first the things such advertising must be designed to accomplish, and then tells how those results may best be secured. The sections

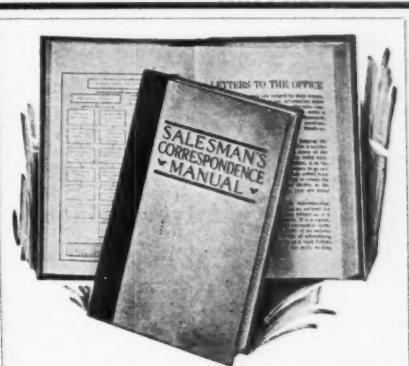
covering the effective presentation through advertising of a product to dealers or prospective dealers is perhaps the most valuable part of the book. The advertisements selected and reproduced as illustrations of some of the principles involved are particularly well chosen.

Trade advertising, according to Mr. Burdick, may be used in the following ways: as a business card announcement, as a reminder for dealers of a particular product or class of products, as a medium for emphasizing distinctive qualities in merchandise, as a means for showing the retail possibilities open to merchants carrying the goods, as a method for popularizing a company as an institution, as an aid for salesmen, as a reinforcement for direct mail promotion, as a means for disseminating sales policies, as a method for securing window displays and selling dealer helps, as an education for retailers especially in teaching selling points, as a means for widening existing markets and opening new markets, and, finally, in aiding cooperative movements.

TALES OF UNUSUAL SALES. (National Salesmen's Training Association.) This is a meeting place for some eighty seasoned salesmen representing lines from canned goods and caskets to glue and pumps and efficiency, who relate some of their experiences in nailing down orders under a variety of adverse circumstances. The lesson to be gained from it is that nothing is impossible; and that the salesman who understands his job is big enough to cope with any kind of a buyer.

To the studious salesman who is genuinely interested in study this book will doubtless prove helpful as it contains the experiences of more than seventy-five salesmen in fifty-eight lines of business. However, the salesman who is looking for specific help on certain problems such as meeting price objections, or getting in to see the buyer who sends out word "not interested" will have to wade through many pages of experiences before he finds one that deals with the specific problem he is interested in.

SCIENTIFIC SALES MANAGEMENT, by Charles W. Hoyt (Woolson), is the book mentioned by Mr. Hoyt in his article on "Whose Fault Is It—the Advertising Agent's or the Sales Manager's?" on page 149, and is recognized as one of the best books written on the subject. This volume was written out of years' of experience as a sales manager prior to Mr. Hoyt's entrance into the advertising agency field. "Training for the Business of Advertising" is another of Mr. Hoyt's books published by the same concern.



What Sort of Reports Do Your Salesmen Write?

Are they long-drawn out accounts of why the salesmen didn't get the business, but holding out great hope for the future? Or are they concise, informative reports giving information you are glad to have—almost as glad to have as orders?

Or don't they write any reports at all?

Dartnell has just revised
"A Salesman's Correspondence"

By J. C. Aspley
Editor, "Sales Management" Magazine

It is expressly written to help sales executives solve the report problem. It sells salesmen on the value to them of writing reports. It shows by numerous illustrations that a good report is a salesman's best advertisement.

Hundreds of letters from sales managers testify to the effectiveness of this Dartnell manual. More than two hundred leading concerns purchased quantities of the previous editions to hand to their salesmen.

The manual fits the coat pocket. It can be read through in a few hours. But the impression it makes on a salesman lasts for the rest of his business career. It will solve your report problem—if you have one.

Price on Approval
\$1.10 in boards; \$1.60 in leatherette

The Dartnell Corporation
Publishers
1801 Leland Avenue, Chicago

Twelve O'clock Stuff

An Advertisement (?) by William L. Fletcher

MANY worth-while business men have the habit of thinking out loud when they are in conference over tough problems. It is now 11:40 P. M. and I must write an advertisement which will convince someone that it is good business for him to hire our company to help him select men for important positions. I am wondering why I can't think out loud in this advertisement. Personally, I don't like these people who always insist on holding everyone at arm's length. I am suspicious of them—and I am wondering if the kind of executives we want to do business with don't sometimes feel the same way. Anyhow, I am going to think out loud in this advertisement and see what happens.

The thing I am thinking about particularly is why hard-headed business men will say "Yes, yes, yes, I understand" when they don't understand at all and have not even thought about the matter; and more particularly why an executive will spend thousands of dollars trying to solve "labor" problems and figure out to a cent how much it costs to teach a girl how to slap paste on a corner of a box and then turn around and hire a golfing acquaintance as sales manager.

Business is on the up grade—but the war is over. It seems to me that this is no time to indulge in loose thinking, and a very good time to keep clearly in mind the fact that a business is organized to make money and that efficiency begins at the top. Some executives who like to figure labor turnover and point with pride at their athletic fields will discover a new and very interesting game if they will spend an hour some evening and try to figure the cost of executive turnover. If it costs \$50 to break in a semi-skilled shop operative, how much does it cost to hire a man who bungles an advertising campaign? (Please don't say, "Yes, yes, yes, I know," because you don't.)

Efficiency grows from the top down and not from the bottom up. No amount of money spent on welfare work, camouflaged or not, will cure the problems caused by a weak foreman, or superintendent, or production manager, or sales manager, or president; and no amount of money spent on salesmen's training or bonuses will rectify the mistakes of a pig-headed sales manager or the half-baked son of a company director trying to function as advertising manager. *Get the right man in the big jobs—and the right man in training for the big jobs—and many seemingly complex problems will solve themselves.*

If you need a real man now—or a real job with a real company—today is the best day to write about your problem. No obligation.

William L. Fletcher, Inc.
93 Federal Street, Boston, Mass.

(Temporary address to be used only until our offices in the new Chamber of Commerce Building (the best office building in New England) are ready)

Sales Executives Criticise Reports of Character Analysts

(Continued from page 154)

sales manager, "and that the analyst has 'sized up' the men correctly, and if I were in doubt as to a man—if he seemed too good to let go, and not quite good enough to hire, I think perhaps I would like to have the analyst's opinions; but for the rank and file of men we hire I think I will continue to use my own methods.

"The study of character analysis is helpful to me, and intensely interesting. Whether I actually use the character analyst's methods I don't know, but there are certain things about men that, it seems to me, are indicative as to whether or not he is suited for certain positions. If we know just the sort of man we want I think we ought to be able to find that man and know him when we see him, and if we are not too anxious to hire the first man who comes along we will not make nearly as many mistakes as some people would have us believe sales managers make."

Where They Can Help

In this series of articles we have tried to point out just what the character analysts are doing for sales managers, so that our readers may decide for themselves whether or not they need the services of vocational counselors in hiring men. There can be no doubt but what some men have a highly developed ability to pick men, while others seem totally unable to "size up" the other fellow.

For the benefit of those sales managers whose turnovers are high, or who wanted to try other methods of selecting men, we have printed four sample analyses. It is only fair to say that these analyses are very much shorter than those ordinarily given the client who visits the analyst in person.

Our idea in doing this was merely to give our readers a summary of experiences, let them see photographs of four men together with their analyses so that you could check your own opinions with those of the men who have made the science of judging men a life-study.

How do your last two years compare with his?

THERE ARE two kinds of managers. (Just as there are two kinds of superintendents, engineers, salesmen and accountants.)

One says: "I am so busy that I cannot possibly do any outside reading." He does none.

The other says: "I am so busy that I do not see how I can possibly find time for outside reading, *but I must.*" He does.

T. F. Peirce, manager of the Pacific Desk Company, was very busy. "Altho I know that the Alexander Hamilton Institute's Course must have great merit, because of its national reputation, I am not in a particularly receptive mood," he wrote. "My work is quite engrossing; I do not consider that I have time. . . ."

But there is a difference between having a *busy mind* and having a *closed mind*. Mr. Peirce was not afraid to face the facts about himself. He sent for "Forging Ahead in Business" as a kind of test—to see just wherein his own training fell short. "I very quickly discovered one thing," he wrote frankly, "and that was how little I actually knew about the science of business."

Within a few weeks Mr. Peirce had found information in the Institute Course which had an immediate cash value to him. A few months later he had persuaded twenty-five of his principal associates to enrol with the Institute.



Mr. T. F. PEIRCE, President
of the Pacific Desk Company, writes:
"When a man clips a coupon from one of your
advertisements he puts himself into touch with
the strongest lifting power in modern business"

In one of the advertisements of his company in the Los Angeles papers Mr. Peirce announced these enrolments as evidence that the Pacific Desk Company was in a position to give better service to business men by having, in its organization, men thoroly trained in business.

The next step follows naturally and inevitably.

On October 31, 1922, Mr. Peirce wrote: "I want you to be the first to know the good news, and that is that I have been elected to the presidency of the Pacific Desk Company

and have taken over the entire control of its stock. . . . I believe your Course has had much to do with making me ready to grasp this wonderful opportunity when presented to me, and I desire to give full credit where credit is due."

Perhaps you are a department manager or a salesman, or an accountant, or an engineer. You have your eye set on the high places of business, but they seem a long way off. The Alexander Hamilton Institute *can shorten the distance between the place where you are and the place where you want to be.* It has proved that in the careers of many thousands of men. Will you take their word for it that "Forging Ahead in Business" is a guide book worth reading? The price is your promise to give it just one hour of your time. Clip the coupon. The decision, after that, will rest entirely with you.

Where will you be
five years from now?
?

© Alexander Hamilton Institute

Alexander Hamilton Institute, Limited, C.P.R. Bldg., Toronto
Australian Address, 42 Hunter St., Sydney

ALEXANDER HAMILTON INSTITUTE

966 Astor Place New York City

Send me "Forging Ahead in Business"
which I may keep without obligation.



Name..... Print here
Business Address.....

Business Position.....

We offer you an experienced service that has been gained in serving the leaders of American industry.

Automobiles

Chandler
Jordan
Packard
Peerless
Winton
Graham Brothers Trucks

Automobile Accessories

Westinghouse Batteries
Firestone Rims
Firestone Tires
Miller Tires
Pennsylvania Tires
Oldfield Tires
T-N-T Piston Rings
Westinghouse Air-springs

Electrical Appliances

National Mazda Lamps
Duplexalite Fixtures
Westinghouse Electric
Stromberg-Carlson

Building and Construction

Marion Steam Shovels
Consolidated-Expanded
Metal Co.
Pittsburg Water Heaters

Machinery and Industrial Equipment

Brown Hoist
Cletrac Industrial Tractors
The Lanston Monotype Co.
McKinney Trucks
The Parkersburg Rig & Reel Co.
Timken Roller Bearings

Farm Equipment

The Delco Light Co.
Goulds Pumps

Paints—Oils and Chemicals

Ripolin
G. F. Technical Paints
The Glidden Co.
Pittsburgh Plate Glass

Hardware, Tools, etc.

Herbrand Tools
Cleveland Twist Drills
McKinney Hardware
Osborn Brushes

Office and Store Equipment

Art Metal Steel Furniture
Autocall
Toledo Metal Furniture
Todd Protectograph
Wales Adding Machines

Household Fixtures and Furnishings

Griswold Cooking Utensils
Macbeth Glass Ware
The Michigan Stove Co.
New Process Stoves
The Plate Glass Mfrs
Reliable Stoves
Reznor Gas Heaters

How Valuable is Your Time?

IF YOU have little time to read, you'll find your marketing facts close packed in Promoting Sales. No guff — no fine-spun theory — but a deal of solid stuff tucked into the few pages of this easy-to-read book.

"A contribution to the literature of marketing."

"An exceedingly well written statement of the main problems of distributing merchandise."

"You have succeeded in compressing a great deal of good stuff into this book."

"It does not seem possible to concentrate so much in such a small space."

PROMOTING SALES deals with the subject of marketing goods, and may suggest ways you can improve your own methods. But we can send you Promoting Sales only if you are an executive of a well rated, established business.



A word to us from your secretary on your business letterhead will be enough

The Corday & Gross Co.

EFFECTIVE DIRECT ADVERTISING
CLEVELAND

New York Office • Fifth Avenue Building

Five New Accounts per Salesman

(Continued from page 162)

papers and ran an advertisement in them over the signature of the National Drug Stores Corporation in which the announcement was made that murder would be committed 'every day this week in three National Drug Store windows, at 42 Park Row, 33rd Street and 7th Avenue and Broadway at 181st Street, in which flies will be the victims.'

"Across the front of each one of the windows I stretched a banner reading 'Flyosan will kill 10,000 flies here at 12:30 and 5:00 o'clock daily.' The initial order given us by the drug store company was for fifty gross. Three days after the advertisements appeared we received an order for twenty gross additional. Two days later the company wired us for fifty gross more, and five days after that an order for thirty gross.

A Big Selling Help

"The window demonstrations were extended for two weeks and orders for fifty-five gross more resulted. During the first week Flyosan was put on sale in nineteen metropolitan stores and during the second week eight stores in outlying districts were added. A total of \$21,804 worth of Flyosan was sold in the National stores in six weeks."

Would the reader, judging from casual observation, be inclined to say that the number of items in the N. B. C. line ran nearer to a dozen or a hundred? Actually, there are about 350 items in the line. Not all of the 350 varieties are sold in a given locality, however. The question of lopping off or adding on is one that is of paramount interest to the sales department.

Suggestions for new varieties come from many sources—from consumers as well as salesmen in the field. All such suggestions are given careful consideration. A call for a particular wafer or snap might originate from a remote town. It is not for that reason ignored. Such a suggestion coming from a dealer, for example, would be noted by a salesman and by him passed along to his sales agent. After consideration, probably at a meeting of salesmen and agents, the decision to try out the new cracker in that section might be made. At the beginning it is generally a local proposition.

Sometimes it begins and ends all at one point. Many fine sellers have had very humble beginnings. When a product is found to take well at one point, it is introduced in other sections. Quite a large proportion of N. B. C. products are splendid sectional sellers, like iced goods in the South and brown baked butter crackers, or Pilot crackers, in New England. Occasionally they become national sellers, like ginger snaps—Zu-Zus. Chocolate snaps had a local origin. It spread with great rapidity and is today one of the company's best selling national items.

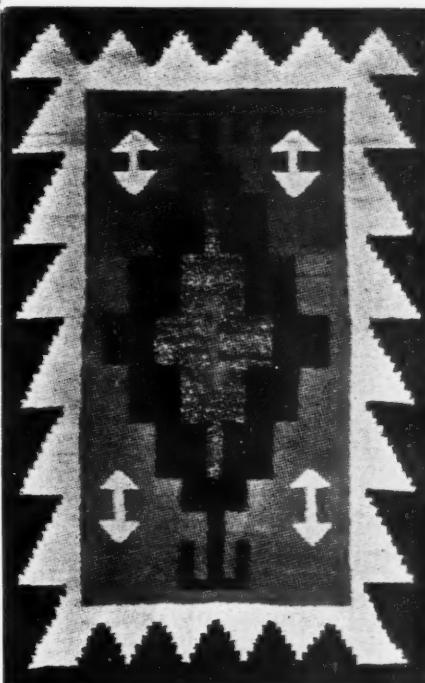
The suggestion in this for other sales executives is that ideas for changes in the line, for killing off or putting out new products, is a phase of every sales proposition that should be watched and experimented with constantly. Consumers, users, dealers and salesmen—those who live in daily contact with the product—are seeing it from new points of view every time they touch it. It has frequently proved fatal to ignore comments and criticisms of this sort.

Making New York Buy

It became a policy with The Gotham Silk Hosiery Company, of New York, to dye stockings for customers who wanted particular shades of color to match shoes and hats, because of a particular customer's request. The adoption of the policy led to an increased business. A dealer who handled a well-known liquid food product observed that many customers who bought the product once—it was a new article—never came back a second time. He discovered that the directions for using it were printed on a separate wrapper, which the customer tore off and threw away. Then they forgot how to use it. He suggested that the manufacturer print the directions on the label. After the suggestion was adopted sales increased. Manufacturers of food ingredients get many of their best recipes from customers.

A splendid merchandising idea for boosting store sales of N. B. C. products originated in a dealer's store. This is a floor bin for displaying package goods. Like so many good ideas for adding new items to the line, this suggestion

NAVAJO Indian Rugs Perpetual Beauty



Appropriate for Christmas Gifts

They will wear a life-time,
gaining beauty with age,
as do oriental rugs.

We trade direct on the
Navajo Indian Reservation
with the squaws who
weave them and we sell at
very low prices.

Sizes 2x3 feet to 5x7 feet

Prices \$5.00 to \$40.00
Pillow Tops \$1.25 each

Colors: Grey, Black and
White; Also Grey, Black,
Red and White

Sent on approval to responsible
parties by writing to

Kirk Brothers
INDIAN TRADERS
Box 728 Gallup, New Mexico

District Sales Manager

The manufacturer of one of the fastest selling automobile accessories wishes to employ an experienced District Sales Manager who has had at least two years' experience in specialty selling, and not less than that time as a District Sales Manager or Supervisor. He must be earning not less than \$5,000 now. The man desired must know specialty selling from the ground up, how to train men to get the order on first call and later the repeat, by doing it himself in the field with his men. He must be capable of hiring and getting results out of a force of at least eight men selling dealers. He should have a magnetic personality, and be able to make people like him. Age 30 to 45 years.

The man we want will earn \$10,000 to \$18,000 a year or more if he is capable. The position is permanent with a highly rated company of long business experience. The potential market for our product should be fifteen million for 1924 and is fully covered by basic patents. We are heavy users of "Saturday Evening Post" pages and other space, and back up our men and dealers with every conceivable trade aid. If you know positively that you fill these qualifications give outline of your past experience. Address Box 1163, "Sales Management," 1801 Leland Avenue, Chicago, Ill.

came from one dealer. He asked the N. B. C. salesman one day to see whether he could not get him a box or crib which he could set out on his floor. His idea was to have it just big enough to hold a dozen or so miscellaneous N. B. C. packages with a price placard displayed on it like "Your choice—5c each."

When Sales Slow Up

That was all. But the psychology of the little bin proved to be a powerful selling help. It stood out before customers and looked like something special—as a bargain offering, though actually it was not. As a means of moving slow-selling items or introducing new varieties it proved wonderfully effective. The company adopted the idea for other stores. A standard bin has been devised. It is very inexpensively made, is of slat construction, containing one compartment about 18x18x12 inches in size, and stands on four legs. One of its merits is its low cost and neatness. It is painted an attractive shade of red and furnished to dealers at cost.

No company has studied the package (as a factor in successful merchandising) any more thoroughly than N. B. C. Not only was this company among the first to apply the principle of the package to the selling of crackers, but it is among the foremost in modifying and improving it. The subject is one of constant experiment. If a large organization like The National Biscuit Company finds it profitable and conducive to growth and expansion to maintain a laboratory, so to speak, at the place where retailer and consumer meet, may not other smaller organizations find something in the idea worth trying?

Salesmen's Application Blanks

Send for our 1923 Form for recording applicants for positions as salesmen and classifying their strong and weak points. Used by more than 600 concerns in all lines of business.

DARTNELL CORPORATION, 1801 Leland Ave., Chicago

Fifty thousand Christmas boxes containing two fancy Christmas candles, and a coupon good for ten dollars' worth of Red Crown Gasoline are being put out by the sales department of the Standard Oil Company of Indiana. The package will retail for \$10.50—fifty cents for the candles and ten dollars for the gasoline coupon—the candles to please the feminine half of the family and the gas ticket for the man of the house. This is an instance where the other fellow's idea has been applied to their work, as the coupon is an old adjunct of the department store.



"Why we use MOLLOY MADE Covers"

*By C.R. KELSEY, Adv. Manager
CHITTENDEN & EASTMAN COMPANY
Manufacturers of Fine Furniture*

"The new covers for our Catalog Number 123 please us very much.

This is the third year that the Molloy Company have made covers for us and that fact alone should show that they merit an actual expression to that effect from us.

Molloy designs have given our catalog a distinction which has brought forth hundreds of expressions from furniture dealers, telling of their admiration for the

beauty and dignity of our catalog.

To secure such a favorable first impression seems to us an accomplishment much to be desired and we cheerfully give Molloy covers the credit they deserve for creating it."

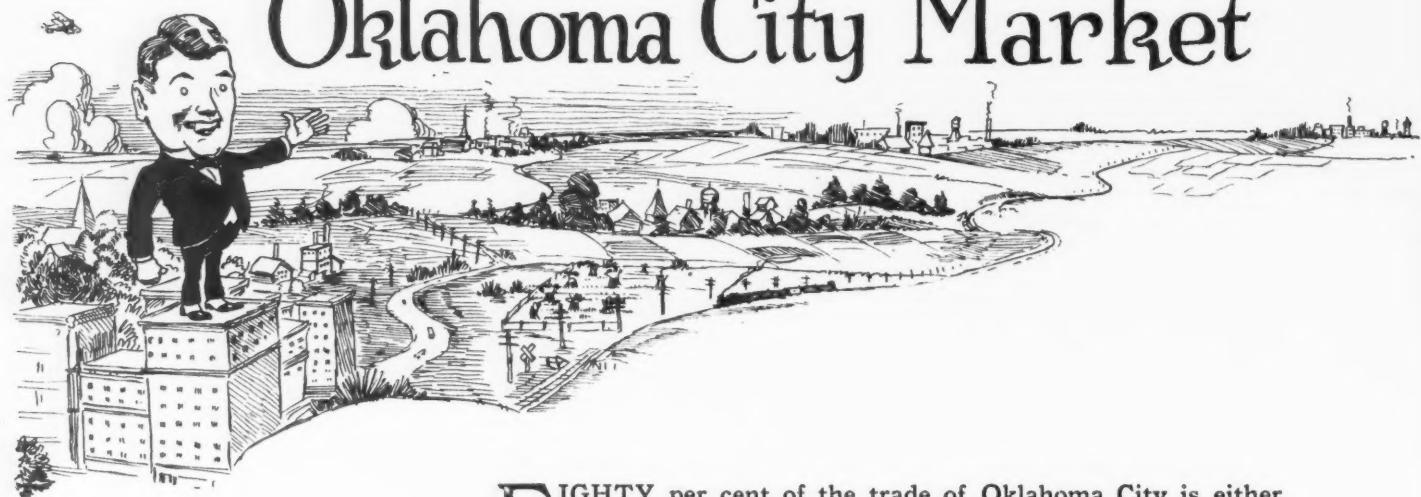
Molloy-Made covers will do the same for your catalogs. Just send us a copy of your publication and let us prove it. You will not be obligated in any way. All we ask is an opportunity to show what we can do.

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS

*Chicago Offices, 2857 North Western Avenue. Eastern Sales Office, 874 Broadway, New York
Carleton House, London, England*

M O L L O Y M A D E
Commercial Covers  *for Every Purpose*

Out There is 80% of the Oklahoma City Market



Eighty per cent of the trade of Oklahoma City is either directly or indirectly with the agricultural element of Oklahoma. This fact was brought out by Carl Williams, president of the American Cotton Growers Exchange, in a plea to Oklahoma City jobbers and retailers to cement closer relations with the people who make Oklahoma City the distributing point that it is.

National advertisers, too, should realize that the manufacturer, jobber, or retailer, who considers Oklahoma City a market of just 134,000 residents is overlooking a market four times as large.

The cities of Norman, El Reno, Chickasha, Shawnee and Guthrie, and a score of smaller towns supply the immediate needs of the half million people who live within forty miles of Oklahoma City. For their more important purchases, Oklahoma City is the shopping point for a large number of these people, and Oklahoma City jobbers find their chief market in this area.

The advertiser who uses the Oklahoman and Times is popularizing his product throughout this entire radius—not just in Oklahoma City alone. Yet frequently distribution is attempted only in the city. Again advertisers unfamiliar with the situation plan a campaign only large enough to influence a market of 100,000. Failure in either case is inevitable.

This exceptional market merits particular investigation. May we tell you just how you may effectively advertise your product in this half million market with one combination of newspapers?

The OKLAHOMAN & TIMES

MORNING, EVENING AND SUNDAY

MEMBER A. B. C.

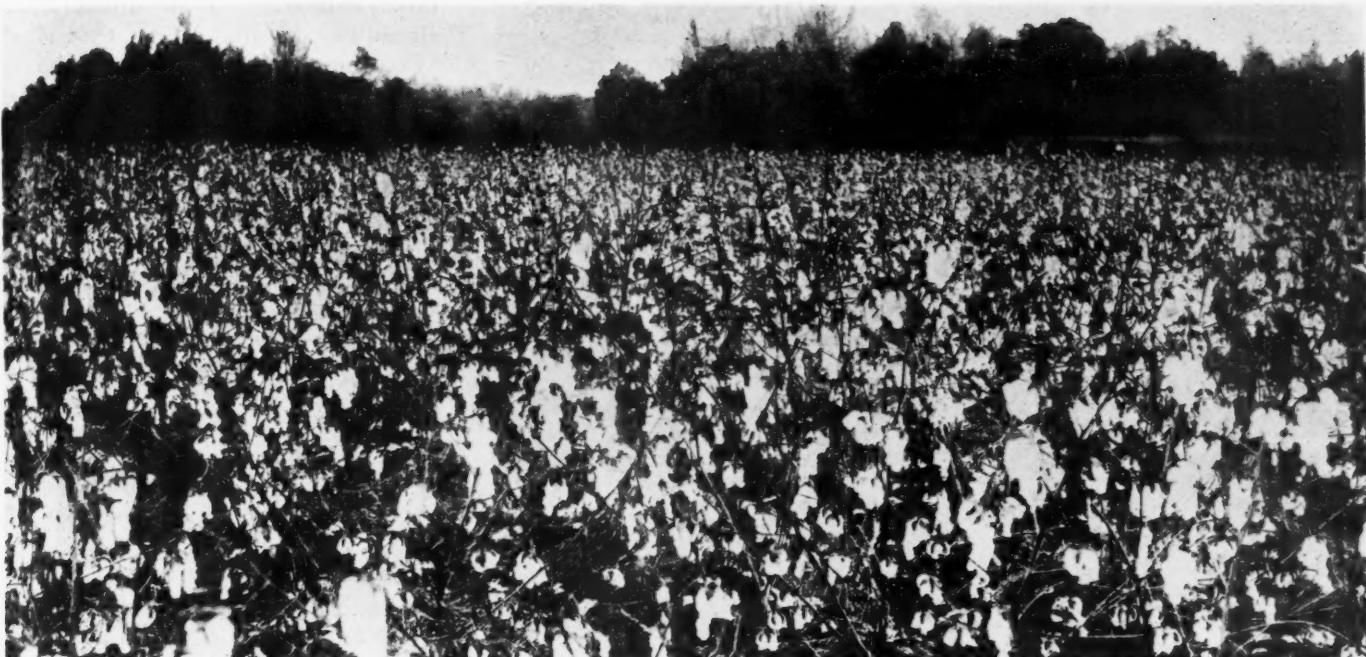
OKLAHOMA CITY, OKLA.

REPRESENTED BY

E. Katz Special Advertising Agency

New York Chicago Kansas City Atlanta San Francisco

Oklahoma City's Market has Half a Million People



The Great Southwest

Where It Takes More Than Martial Law and the Ku Klux Klan To Drive Out the Prosperity Created by Oil, Agriculture and Industry

TO start an article having anything to do with Texas, without the usual reference to the size of the state, would be high treason indeed, and not wishing to so violate established rules, the writer hereby reminds you that Texas is a big state—so big that the man who starts traveling from El Paso to Toronto is half way through his journey when he reaches Texarkana—so big, that if a modern Hercules placed a hinge on the northern corner of the state, and upturned it towards the north, the city of Brownsville, Texas, would land somewhere up in the Dakotas.

Irving Cobb's joke about the El Pasoan, who took his vacation in Beaumont, or some other city along the Gulf coast of Texas, and came back roaring mad at those "effete easterners," as he termed the folks who live in the eastern section of Texas, is not without sales significance. To the sales manager interested in more sales from Texas, it illustrates the necessity for knowing the state fore and aft, before he can really know whether or not he is getting the sales volume he is entitled to. The people of different parts of Texas are different—that is,

as different as people speaking the same language, living under the same government, and in the same era of civilization can be.

Climate, population, sources of income, occupations and other local conditions are so varied that it is

not to be wondered the people are different. In an oil town, where living conditions are perhaps the nearest approach to the old pioneer days ever known, things are permitted that would be looked upon with horror in another town a hundred miles away. In one section of the state the price of cotton, or the condition of the crops, is the one ruling factor in selling goods, whereas in another section of the state oil, cattle, lumber, wheat, or rice may be the factor that determines prosperity.

Texas and Oklahoma are to be considered in this article, and we shall speak of these two states as the Southwest. This brings us to more or less common error among sales managers who are prone to look upon these two states as typical southern states, similar to Mississippi, Tennessee or Alabama. While it is true that both states owe a large part of their present population to emigrants from the older southern states, both Texas and Oklahoma are as radically different from the other parts of the South as the South is different from Massachusetts. In the first place, they are more progressive—they have developed with greater rapidity, al-



When "Black Gold" gushes new markets spring up over night



The most famous building in Texas—The Alamo, cradle of Texas liberty

though no one can deny that the whole South is at present on the eve of an industrial awakening that will bring about many changes in the industrial life of the nation in the next decade.

Texas and Oklahoma are typically western—the people have the cordial, vigorous hail-fellow-well-met nature that is not a part of the dignity and traditions of the old South—they are living in the future, and have ceased to think of the past except as representing something that must be bettered.

A typical Texas or Oklahoma booster is not to be outdone by one of his tribe from California—if anything, Texans are more proud of their state than the residents of any other state in the Union.

It is part of their life to boast of their state—its colorful history, its glorious fight for freedom, its checkered career under six flags—

France, Spain, Mexico—its own Lone Star emblem which represented the Republic of Texas, the flag of the lost cause of the Confederacy, and finally the Stars and Stripes—all these things, coupled with the dramatic and rugged life of the early Texas cattlemen, go to make up the spirit of Texas that makes a Texan say, "I'm from Texas," in a way that challenges you to dispute his boast that there is no place under God's canopy of blue that equals Texas.

In sending men to Texas, sales managers who know the state bear these characteristics in mind, select the type of men who can lock arms, rather than lock horns with this atmosphere and spirit. In spite of its modern roads, up-to-date cities, and general all-round progressiveness, Texas still retains a trace of the frontier. The salesman can't always step around the corner from his

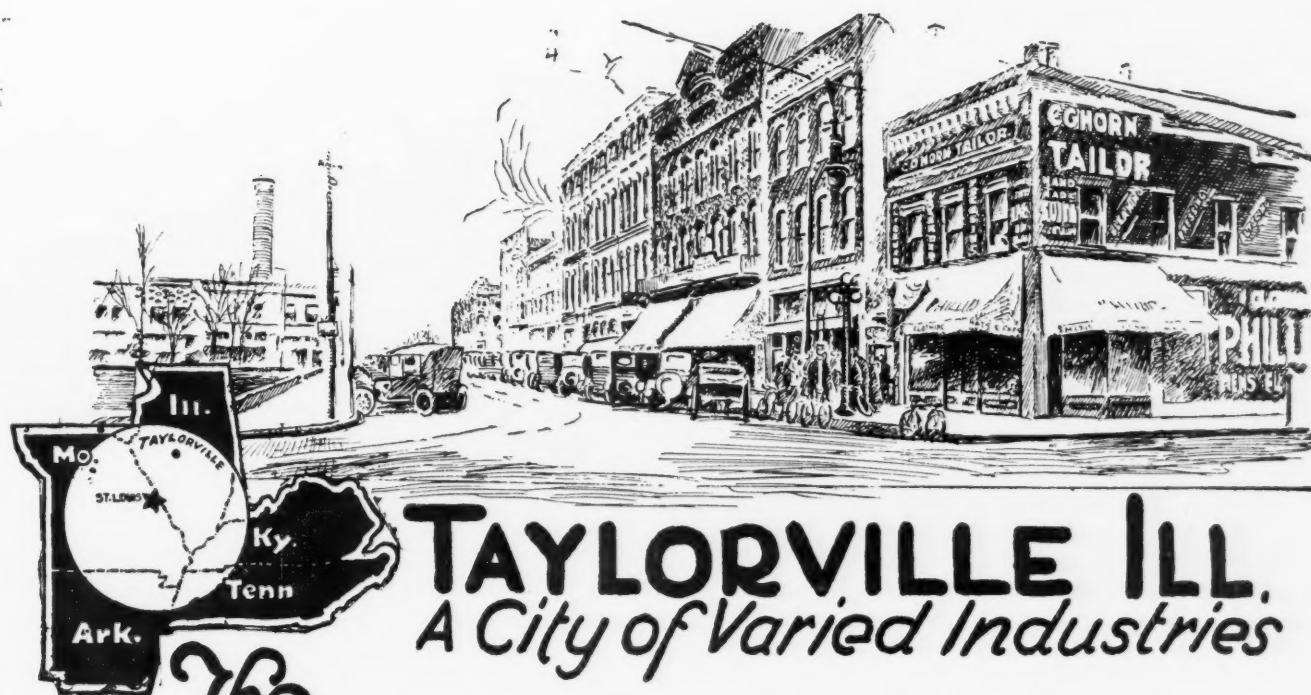
hotel and see a show direct from Broadway, or find stores that rival Wanamaker's or Field's. If he is the type of fellow who is apt to be constantly reminding his customers of this lack of culture he is forced to rub elbows with, he will find a sorry welcome in Texas.

Do not jump to the conclusion that Northerners are discriminated against in Texas—they are not, but the idea is that in Texas you must do as the Texans do. Indeed, this is true of any state, but in Texas it is "more so." This doesn't mean that you must equip your salesmen with a six-shooter, a big cowboy hat, and a pair of "chapperejos"—these fellows are as much a curiosity in Texas as in Pennsylvania—but it does mean that your Texas salesman must be a man among men—in short, a mixer.

Analyzing Texas Markets

Dallas, San Antonio, Houston, Ft. Worth, are typical hustling cities, perhaps as much like Omaha, Kansas City or Indianapolis as any of those cities are like each other, but the smaller towns are thoroughly saturated with the spirit of Texas as just described, and the sales managers who send men into the smaller towns and cities never forget it.

In determining where the first sales campaign will be started in Texas a number of things must be taken into consideration in addition to the product and its own peculiarities. Take the matter of population. The four largest cities, San Antonio, Dallas, Houston and Fort Worth, are "neck and neck" in the race for first place in population, but when we begin to analyze population we find that San Antonio's population of 161,379 includes 28,444 Mexicans, whereas Dallas with its total population of 158,976 has but 2,278 Mexicans. In San Antonio, Mexicans are a powerful influence in business and politics, in Dallas they are scarcely noticed. The Mexican's buying power is low when compared with native white population, hence we must allow for this radical difference in towns in Texas when making up sales quotas, or in deciding which markets are best. Along the border towns—El Paso, Eagle Pass, Laredo, Brownsville and even Corpus Christi—the Mexican element often controls business and politics, and so colors the general



The 49th State

—Add this new commonwealth to your map. It's a circle—radius 150 miles.

Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4½ millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire 49th state. No other single newspaper even claims such coverage.

TAYLORVILLE ILL. *A City of Varied Industries*

Here is a thriving community of mines, and factories, and shops, where approximately 8500 people live life in comfortable homes, and have steady incomes to maintain them.

Taylorville is progressive, with water facilities far above the average, excellent lighting service, park and hospital conveniences, and rail and road connections with neighboring towns.

The bank deposits of \$3,500,000 indicate something of Taylorville's buying power. The mercantile establishments do a significant local business:

27	Grocery Stores	6	Drug Stores
12	Auto Dealers and Garages		
7	Building Material Dealers		
3	Hardware Stores	4	Jewelers
9	Shoe Stores	9	Dry Goods Stores
8	Men's Furnishing Stores	6	Furniture Stores
6	Stationers	11	Confectioneries

The Globe-Democrat reaches and influences the representative people of Taylorville. Advertising in this big metropolitan paper affects their buying habits both at local stores and on their trips to St. Louis.

St. Louis
the City with
\$87,000,000
to spend on
Municipal
Improvements

Globe-Democrat

St. Louis' Largest Daily

We could not be satisfied
unless we gave St. Louis
her **BEST** Newspaper.

F. St. J. Richards, - - - - - New York
Guy S. Osborn, - - - - - Chicago
J. R. Scolaro, - - - - - Detroit

C. Geo. Krogness, - - - San Francisco
Dorland Agency, Ltd., - - - London
Assoc. American Newspapers, - - Paris

District Sales Manager

We want a district sales manager for a rich, virgin territory we will open on a successful marketing program, which will net the right man \$5,000 the first year, and \$10,000 per year thereafter.

The man we want is an unusually successful direct-to-consumer salesman, able to sell a high priced specialty of proven utility. Ability to convincingly talk before gatherings of ultimate consumers necessary.

He loves his work more than the glory of his position—has the vision to plan his future—and above all, is honest.

His character and qualifications will be subject to as careful investigation as we expect him to make of our company and our proposition.

If you know of the man described (he is not seeking a position but will recognize an opportunity) have him communicate the usual pertinent information in confidence to box 1162 "Sales Management," 1801 Leland Ave., Chicago, Ill.



Sky scrapers are no longer a curiosity in Dallas, industrial and jobbing capital of Texas

atmosphere of the life there that it is at times difficult to comprehend.

Sales managers who are unfamiliar with Texas find it difficult to account for the vast difference in "conditions" in various parts of the state. It often happens that a salesman in the eastern part of the state will be enjoying wonderful business, whereas the salesman in another part of the state will find sales resistance almost impossible to overcome. This condition is due to the varied source of wealth and income in Texas. Take the eastern part of the state—that part of it along the Gulf coast north of Houston, and that which borders Louisiana and Arkansas. This is the long-leaf pine district, where lumbering is the chief industry. Around Houston considerable acreage is devoted to rice. Thus we see that the lumber and rice districts may be rolling in prosperity, while the cotton districts in the central part of the state, say from Dallas south to Corpus Christi, may be suffering from a crop failure or low prices. It may even be true that certain parts of the cotton belt, say around Waco, suffers from a crop failure whereas the newly-developed lands in what is known as the Rio Grande Valley have produced a bumper cotton crop.

Draw a line from Ft. Worth with a slight bulge to the west, but in

the general direction of San Antonio and Laredo, and everything west of this line will depend on cattle, grain, and oil, although the oil development of Texas is by no means confined to this region. Oil, it seems, may be found everywhere in Texas, hardly a county but what has experienced a genuine, or been threatened with a mild, oil boom.

From Ft. Worth, north and west, the farmers are turning more of their efforts to grain—wheat, oats, hay and corn—millions of acres of grazing land being turned into fertile farm tracts by the simple act of plowing. In this section of Texas anything larger than a mesquite tree twice the height of a man is a curiosity, so it is a simple matter to put the vast acres of fertile prairies under cultivation.

The latest government census credits Texas with a population of 4,663,228, of which 741,723 are negroes. This is four and four-tenths per cent of the total population of the United States. Sixty-seven per cent of the population lives in rural districts or towns under 2,500 population, and approximately twelve per cent of the entire population lives in the four largest cities having a population of more than 100,000.

Houston is one of the largest petroleum refining centers in the world, due of course to its close

BINDERS For Sales Management Magazine

\$1.25 Postpaid

**The Dartnell Corporation
1801 Leland Avenue
CHICAGO**

If I were a PURCHASING AGENT— *keeping down my costs*



"I WOULD strive to help production by maintaining an adequate supply of material at all times, without needlessly tying up capital in heavy inventories.

"I would keep a VISIBLE card record of all supplies required, cross-indexed by sources of supply.

"I would keep a VISIBLE quota-tion record that would give instant comparison between present prices and former prices.

"I would keep a VISIBLE purchase record that would show instantly all orders pending; also bids, contracts, cancellations, etc.

"I would keep VISIBLE card records of stock receipts and disbursements that would provide instant information in regard to material on hand at any moment.

RAND COMPANY, Inc., Dept. 611, Rand Building, North Tonawanda, N. Y.
Originators and makers of VISIBLE Card Systems

"To make all these records concise, complete and INSTANTLY accessible, I would install Rand VISIBLE Card Records."

Any ordinary card system can easily be changed to a Rand VISIBLE system. It is not even necessary to rewrite the cards.

Rand VISIBLE Records are so flexible that they may be started with one hundred records and expanded to one million without decreasing the efficiency of the system.

Rand Colored Signals warn against shortages of material or over-stocking. They also permit you to visualize any other condition that should be quickly noted. They make every panel of card records a graphic chart of conditions.

Two-thirds of the time required to keep other systems posted is saved by the Rand VISIBLE System. And as recording VISIBLE is so much easier, your clerks are able to keep records always posted right up to the minute.

A few among the many well-known business concerns who are getting valuable aid in the conduct of their business from Rand VISIBLE Records:

Packard Motor Car Co.
Marshall Field & Co.
Hart, Schaffner & Marx Co.
Standard Oil Co. of New Jersey

Ford Motor Car Co.
Westinghouse Electric Co.
International Harvester Co.
Pierce-Arrow Motor Car Company
Curtis Publishing Co.
DuPont Powder Co.

Rand VISIBLE Records may be expanded indefinitely by adding units. This system is so compact that a large file occupies very small space.



RAND
VISIBLE RECORDS

Awarded Grand Prize
Brazilian Centennial
Exposition at Rio de Janeiro 1922 and 1923

How can I control purchases?

sales

credits

costs

stock

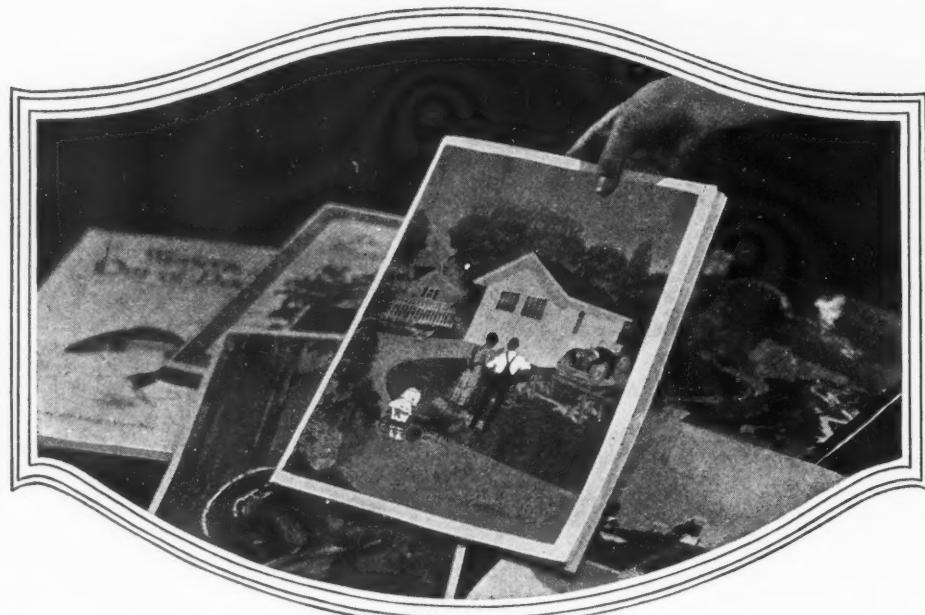
personnel

Check any other record.

Name: _____

Firm: _____

Street No. _____ City: _____ State: _____



The cover that makes YOUR publication stand out

Foldwell Coated Cover is a quality paper for attractive magazines and house organs—a cover paper that offers a very effective means of improving the value of your publication. Its surface imparts an exquisitelustre to illustrations. Its long, strong fibres, make it durable—pro-

tecting itself as well as the inside pages against the ravages of the mails. It folds neatly at the binding. And it holds at the stitches. Write to us for detailed information in regard to the use of this paper for covers and how it increases a publication's value.

Folding Coated Book

Folding Coated Cover

Folding Coated Writing

Send for this New Printed Specimen
The use of Foldwell Coated Cover for simple mailing pieces is demonstrated in our latest specimen, "Faithfully Yours," in which we show how this stock adapts itself to the self-attached return card idea. We will gladly send it for the asking.

CHICAGO PAPER COMPANY, Manufacturers
Desk 11—821 South Wells Street, Chicago • Nationally Distributed



FOR ALL KINDS OF FINE PRINTING

proximity to producing areas, and its superior port facilities. The port of Houston has made rapid strides in the development of its water shipping, although Galveston continues as the foremost port, ranking among the leader ports of the country in tonnage handled.

Fort Worth is a packing center of importance, several of the leading packers having large plants here. Dallas is the manufacturing and jobbing capital of Texas. It is an important center for the sale and shipping of farm implements, harness, dry goods, machinery, cotton ginning equipment and clothing.

There is much rivalry between the four largest cities, but impartial observers feel that Dallas is the most important city from the standpoint of manufacturing and distributing. Dallas jobbers and manufacturers cover a wider territory and command a greater volume of business, and if we may judge from the group of skyscrapers that dot the sky in Dallas, its modern hotels and manufacturing plants, it is only a question of a few years before Kansas City and St. Louis will have to look to their laurels as the leading manufacturing and jobbing centers that supply the Southwest, for Dallas is making rapid strides.

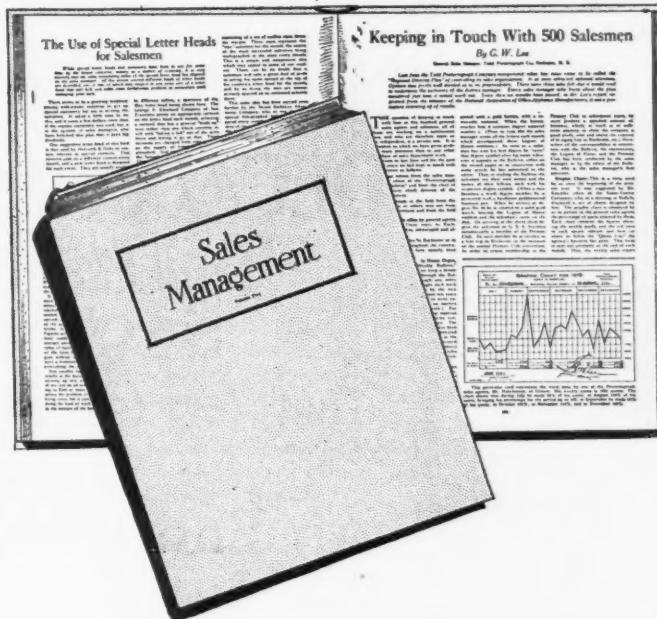
Where Texas Leads

San Antonio once had a large and profitable trade with Mexico, and will no doubt develop into a city of greater importance as a distributing center as conditions in Mexico improve. It is the tourist's Mecca of Texas—its climate, historical atmosphere and ample hotel accommodations draw thousands of winter tourists from the North and East.

It is impossible to attempt to do justice to the various cities in Texas in an article of this kind, and as every sales manager has access to the manufacturing and jobbing statistics for the various cities they are being omitted, but in closing it is worth while to mention that Texas ranks first, among other things, in value of farm crops, cotton, sheep, cattle, mules, petroleum. It ranks eighth among the states in the production of lumber, and fourth in the number of horses.

In manufacturing, the three principal industries are: petroleum refining (\$241,000,000 in 1920); meat

(Continued on page 244)



A Thousand Pages of Selling Ideas

Bound Volume V of "Sales Management" is now ready. No sales library is complete without it. Almost twelve hundred pages of successful ideas, plans and suggestions for increasing sales and profits. A great big book of experience that cannot be equaled at any price.

Hundreds of Articles like these in
Bound Volume V of SALES MANAGEMENT

- A Davis Letter That Broke the Record*
- Working the "Tank Town" by Mail*
- Mail Campaigns That Went Over Big—and Why*
- Sales Letters That Touch a Live Nerve*
- Eight Times As Many Orders By Changing the Letter*
- Sales Letters That Sag in the Middle*
- 5,369 New Accounts in Twenty-Six Working Days*
- A Plan That Sold a Car An Hour*
- Campaigns That Sell Neglected Items*
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- Switching Salaried Salesmen Over to Straight Commission*
- Salary and Bonus Versus Commission*
- A Hurry-Up Contest That Brought Home the Beech-Nut*
- Two Quota Boards That Are Speeding Sales*
- My Experience With Sales Contest Prizes*
- How to Inspire Salesmen to Work*
- How We Taught Our Salesmen to Sell the Full Line*
- Does It Ever Pay to Sell Below Cost?*
- Reducing the Overhead in Distribution Costs*
- What's the Best Way to Pay Salesmen's Automobile Expenses?*
- Underselling Your Foreign Competitor*
- Export Advertising Made Easy*
- The Smart-Aleck Salesman*
- Why Farmers Buy Canned Goods*
- What Is the Matter With Our Sales Managers' Associations?*
- When Salesmen Play Favorites*
- Letting the Bolshevik Salesman Hang Himself*
- Should Salesmen Be Bonded?*
- Do Blonds Make the Best Salesmen?*
- How a Big Shoe Company Picks Men*
- When Your Star Salesman Quits*

\$6.00 On Approval

The book is heavily bound in buckram and lettered in gold. Only a limited edition has been bound and most of the copies have been ordered in advance. Order now if you want to make sure of a copy for your library.

The Dartnell Corporation

New York

Chicago

London



DECALCOMANIE Transfer Signs

That "Go On Forever"

An Entire Industry
that Believe in Signs

Not superstitious—
but progressive

THEY know the value of DECALCOMANIE SIGNS and use them everywhere—on trucks, tanks, tank cars, gasoline stations, garages, windows, and wall spaces—to identify their individual brands.

For your product, whatever it may be, you have use for these permanent, brilliant signs of non-fading colors—attractive advertisements that last for years, with no expense after the first moderate cost.

DECALCOMANIE TRANSFERS are far superior to and more economical than any other form of sign.

Send for actual Decalcomanie Samples to try—also for illustrated literature 'S' and details of non obligating, free sketch offer.



PALM, FECHTELER & COMPANY

Decalcomanie Pioneers

67 Fifth Avenue, New York
Representatives in all Principal Cities



Personal Items



W. W. SHANNON, JR., has resigned from the position he has held for the past three years as general sales and advertising manager of the Pacific Coast Borax Company, New York, manufacturers of 20 Mule Team Borax, to enter business for himself with the Shannon-Moreau Company, Fisk Bldg., New York City.

ARTHUR F. RODRIGUEZ, at one time with *Literary Digest* and Barron G. Collier, both of New York, and for the last eleven years with the Robert Gair Company, New York, lithographers, has been placed in charge of the Karle Lithographic Company, Rochester, N. Y.

J. BUDD BLEILER has been made sales manager of the Howe Rubber Corporation, New Brunswick, N. J., having complete charge of the personnel and sales distribution. O. R. COOK, vice-president of the corporation, however, continues to direct the general sales policies. R. T. CHRISTY, who has had a varied experience in the advertising and sales promotion departments of various rubber companies, has been made advertising manager. Mr. Bleiler has been connected with the Diamond Rubber Company, the Republic Rubber Company and the Fisk Tire Company in various capacities since 1908.

PARK MATHEWSON, one of the founders of *The Business Bourse*, New York City, has been made vice-president in charge of the "Adap-Table" system of accrual accounting, a division of the Bankers Development Corporation of New York.

H. B. HARPER has resigned as sales manager for the Studebaker Corporation of America to enter business for himself. Mr. Harper was formerly engaged in business in Philadelphia as head of the Harper Overland Company, Willys-Knight distributors. For the time being the sales of the Studebaker Corporation will be in complete charge of the vice-president, H. A. BIGGS.

HARRY A. MAY, secretary of the Todd Protectograph Company, Rochester, makers of Todd check protectors, is now in charge of sales formerly directed by GEORGE W. LEE. As announced in the October issue of *SALES MANAGEMENT*, Mr. Lee is now manager of general sales for the Foamite-Childs Corporation of Utica, N. Y.

The Burgess, Fobes Company, Portland, Maine, paint and varnish manufacturers, announce the withdrawal from its organization of its present treasurer and sales manager, HAROLD B. FOBES. The personnel of the company remains unaltered under the direct supervision of the senior member of the firm, LEON M. FOBES, as president, and THEODORE B. FOBES, as treasurer.

The Sales Managers' Association of Minneapolis held its first annual meeting on October 3rd, at which the following officers were elected for the 1923-1924 season: president E. F. MAIR, sales manager for Thomas Cusack Company; vice-president, I. J. HENSCHEL, assistant advertising manager, *The Minneapolis Tribune*; secretary, JAMES D. CAMPBELL, sales manager of the Tannehill Manufacturing Company; and treasurer, C. T. McGREW, sales manager for the Stockland Road Machinery Company. This is a newly formed association, starting with a meeting on June 27th with twenty-three present, and now totaling approximately one hundred and twenty members.

G. M. WILLIAMS, for the past five years general manager of the Dayton Wright Airplane Company division of the General Motors Corporation, has been elected president of the Wire Wheel Corporation of America, succeeding JOHN ALVORD, who retires to handle personal interests.

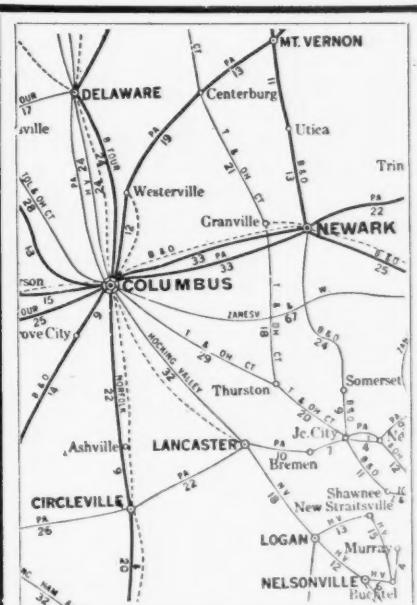
CHARLES J. CROCKETT has announced his resignation as sales manager of the American Lady Corset Company, Detroit, but has not made known his plans for the future.

The Mansfield Tire & Rubber Company, Inc., Mansfield, Ohio, announce the appointment of ROBERT L. SHEPHERD as advertising and sales promotion manager. Mr. Shepherd formerly held a similar position with the Bastian-Morley Company, LaPorte, Indiana.

Announcement is made of the advancement of W. A. JAMES from advertising manager to assistant sales manager for The Hudson Motor Car Company, Detroit. Mr. James will, however, continue to supervise the activities of the advertising department.

The Chicago Nokol Company, makers of automatic oil heating equipment, announce that HARRY J. McDARGH has been placed in active charge of their sales and sales promotion work. Mr. McDargh is secretary and treasurer of the company.

The partnership which has existed since January 1, 1922, between GLEN BUCK and H. S. GARDNER as the Gardner-Glen Buck Company has been dissolved and Glen Buck will conduct his own advertising agency in Chicago under the name of the Glen Buck Company. This company has just been incorporated with the following officers: Glen Buck, president and treasurer; Lawrence Kennedy, vice-president; and I. F. Vandeburke, secretary. The Gardner Advertising Company will resume business under its former name, with offices in New York and St. Louis.



Section of Ohio Map

INTENSIVE DEVELOPMENT

Unless you use a practical and helpful BLUM WALL MAP you are only "hitting the high spots." It gives you a comprehensive bird's eye view of your salesmen's operations. Shows length of "Jumps," indicates best stop-over points, and enables you to plan campaigns, route salesmen and develop any territory to best advantage. Necessary to intensive development of field possibilities.

Size 84x60 inches—mounted on cork, linen, or compo-board—\$20.00 upward according to mounting. Pocket edition showing every town from 20,000 up—size 20x30 inches, 75c; 29x37 inches, \$1.50.

A Splendid Atlas

Blum's Commercial Atlas gives all information as to points, routes, rates, connections, costs, etc.—a very ready helper. Full size linen paper edition, 17x22 inches, \$25.00. Junior edition, 12x14 inches, \$15.00.

Blum's Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

Railroad systems and distances between towns.

It differentiates between main lines and branch lines.

It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.

It gives the latest population of each town together with a key showing the location of the towns.

It gives the leading commercial hotels and hotel rates.

It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.

It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog

BLUM MAP CO.

3 West 29th Street, New York City

The Indianapolis News is different

THE Merchandising Department is more interested in *supplying the facts* upon which a successful merchandising campaign can be built than it is in "landing" a schedule for The News. The News employs salesmen to sell space. The Merchandising Department has no concern except to analyze the market and assist the advertiser to make his campaign a success.

The Indianapolis News

Frank T. Carroll, Advertising Manager
New York Office: Dan A. Carroll, 110 East 42d Street
Chicago Office: J. E. Lutz, The Tower Building

Halo Quality Typewriter Ribbons NOW \$5.00 per DOZEN

Halo Quality Ribbons are only sold direct from the factory which is why we are able to sell at this unusually low price saving you from \$2 to \$4 on every dozen ribbons. Furthermore, we GUARANTEE them to be highest quality, SATISFACTORY and not to deteriorate for one year, or your money back without question.

Made from the highest quality imported cloth and brilliant non-fading inks, Halo Typewriter Ribbons are able to prove their superiority wherever comparisons are made.

TRY A DOZEN. Compare them with the ribbons you are now using and note the difference. State make of machine and color desired when ordering. All shipping charges prepaid on cash orders.

THE SHALLCROSS CO.

BRANCH OFFICES—NEW YORK CITY, CHICAGO, SAN FRANCISCO
Price List on Halo Inks and Ribbons for office duplicating machines and typewriters sent on request

1460 Grays Ferry Rd.
Philadelphia, Pa.

The Buyer Who Tries to "Kid" You

(Continued from page 130)

thousand a year, and living at home. He spent that four thousand, and often a little bit more. When he married this unattractive girl everybody predicted that he would cheat, and eventually land up in the divorce courts.

"But Bill fooled everybody. It turned out that he had more brains than his friends gave him credit for. His wife was thrifty. Through her influence he bought some first mortgages from me—paid twenty-five dollars a week on them. In six months after he was married his boss began to notice a change and raised his salary to show his appreciation of Bill's improved work. Now, mind you, this twenty-five dollars a week didn't make a miser out of Bill. He didn't sell his car, move in a cheap neighborhood, or change his mode of living in any drastic manner. He just cut a few corners here and there. The second year he saved thirty-five dollars a week, and this year he is saving forty-five dollars a week.

Some Plain Talk

"Today he owns nearly two thousand dollars' worth of stock in the business he is working for, has a comfortable bank balance, and owns quite a bit of stock in a new bank that was organized in his neighborhood. His boss has helped him with several good investments, and he is paying for a home, which will be his own in another two or three years.

"Now, you are making twice the money Bill was making when he started. Are you going to be a back number when compared with this fellow?"

"My talk seemed to sink in. Wilman began to ask questions. He took me in and introduced me to the president of his concern and asked his advice on the investment I offered. The president advised him to buy it. I made a real customer, who has since developed into a worthwhile buyer, and not another bond salesman can sell him."

"You have to do something out of the ordinary—you have to jolt these would-be-comedians if you expect to sell them. Ordinary arguments skid off their brains like Fords on wet pavements."

Du-Plex ENVELOPES



" BOTH TOGETHER, SIR "

Your Letter and Your Catalog
Reach Your Prospect Simultaneously
Hand in Hand.

Du-Plex
2 in 1
ENVELOPES

DU-PLEX ENVELOPE CORPORATION
QUINCY, ILLINOIS.

To those sales managers who will write us on their business stationery, we shall be very glad to send free our comprehensive catalogue covering mail campaigns, new postal regulations and valuable information regarding Du-Plex Envelopes and their use.

\$1000 Cash Prize For Best Analysis of the Contributing Causes that Have Made

Los Angeles Times

the Largest Daily and Sunday Newspaper in the World

—printing more columns of news and reading matter, a greater volume of advertising, and a larger number of separate want ads than any other daily, weekly or monthly publication anywhere on earth.

CONTEST OPEN TO ALL: Manuscripts may be of any length from a paragraph to 2,000 words. They must be signed on front page with name and address of contestant, and must reach the "Contest Editor" Los Angeles Times, Los Angeles, Cal., on or before midnight November 30, 1923. The full prize, \$1,000, will be awarded to the best, clearest and most adequate analysis contained in the fewest words. The award will be made as soon after the contest as possible. The judges will be all the department heads of the Los Angeles Times acting as one committee. A copy of daily and Sunday Times will be mailed to contestants without charge, but requests for such must be addressed to "Contest Editor."

FACTS IN CONCISE FORM TO HELP CONTESTANTS

Southern California of all the great markets in the United States is the most sharply defined—bounded by Mexico on south, Pacific Ocean on west, mountains on north, deserts on east; differentiated by its semi-tropical climate, special crops and industries; served by a single great wholesale center.

The Los Angeles Times is the only big morning newspaper whose ownership is IN Southern California; whose principal features and all its supplementary parts and magazines are written exclusively FOR Southern California; and whose circulation extends THROUGHOFT and is almost wholly contained WITHIN Southern California.

Continuously for several years, in good times and bad, the Los Angeles Times has rated among the first four or five American newspapers in volume of advertising, taking the lead as the largest medium in the world in 1921, which position it has held ever since. Whatever may be the causes back of The Times supremacy in Southern California, these causes are fundamental and time-tested.

Los Angeles City

Largest city in America west of Mississippi River.

Largest English-speaking port in any country facing the Pacific Ocean.

Within 40 miles of City Hall is produced one-fifth of world's oil output.

County seat of the richest agricultural county in America, many of the crops being peculiar to itself.

Makes 85% of all motion picture films in the world.

Has one of America's richest mining areas as back country.

Eighth city in the United States in industry, growth in value of output since 1900 over 700%.

Ninth city of country in wealth; first in growth of bank clearings.

First city in United States in building permits in proportion to population.

Port of Los Angeles leads America in tonnage; leads world in export of oil and import of lumber.

In the face of murder, dynamite and the entire destruction of its plant, it was demonstrated that the good will and confidence of the Southern California public was an asset to the Los Angeles Times many times greater than its physical property.

From such facts it will be seen that a newspaper is unlike a billboard, a circular or any ordinary manufactured product, but possesses that intangible element which in the individual is called a soul—a power which transcends mere matter, which exerts itself in proportion to its ideals and motives, and which communicates directly with the hearts of men.

Los Angeles Times

Has more than paralleled the growth of Los Angeles in circulation and advertising.

Successfully fought for a free harbor at Los Angeles, in appreciation of which citizens erected a commemorative tablet.

Daily oil department read by drillers, investors, producers, and all employed or interested in oil.

Publishes as Sunday feature the only agricultural magazine devoted to local conditions.

Publishes as Wednesday feature the only newspaper film magazine in the world.

Conducts on Monday big exclusive mining department, with free ore analysis service.

Staff of expert industrial writers; exclusive stories daily.

One of largest and best financial and market reports of any American paper.

Publishes as Sunday feature mammoth real estate and building section.

Accurate and complete harbor news depended on by all tourists, shippers and business men.

Los Angeles City

Leads United States as city of homes, population 36% home owners.

Population over 900,000, increase in two years over 250,000.

The principle of the open shop has made it the fastest-growing industrial city in the world.

Is the home of high-class workmen who come from everywhere to enjoy industrial freedom.

Center of America's scenic wonderland.

Year-around playground for children, organized as nowhere else, into Boy Scouts, Campfire Girls and other clubs.

Is metropolis nearest Mexico.

Has cheap water, power, fuel and unsurpassed shipping facilities.

Most enthusiastic radio population in America.

Is fundamentally sound and conservative; four-fifths of its population being solid, patriotic American citizens.

Was first proponent of Los Angeles' great aqueduct.

First local newspaper to install radio on its roof—one of finest stations in the country.

Is opposed to sensationalism; devoted to constructive rather than destructive news; is alert, aggressive, fearless, firm, fair and outspoken.

Los Angeles Times

Is outstandingly a "home-read" newspaper, circulation 96% home delivered.

Latest net paid circulation, Sunday, September 30, over 168,000; daily, October 1, over 128,000. Gain over corresponding dates two years ago: Sunday gain over 28,000; daily gain over 24,000.

Originated the open shop principle in Los Angeles and has advocated it consistently for 42 years.

Stands for the interests of independent workmen and employers alike; seeks justice and fair play impartially to all.

Southern California's only rotogravure picture section.

Prints in colors unique, exclusive eight-page tabloid newspaper for local young folks.

Prints daily condensed world news in Spanish.

First local newspaper to install radio on its roof—one of finest stations in the country.

Is opposed to sensationalism; devoted to constructive rather than destructive news; is alert, aggressive, fearless, firm, fair and outspoken.



The entire family listens to the sales talk when it is played on the phonograph

A New Approach Plan That Is Boosting Sales

Putting Sales Story On Phonograph Records Serves Double Purpose for Whole Grain Wheat Company

MANY sales managers have grown gray trying to teach their salesmen not to fumble the ball once the prospect's attention has been aroused. They have seen inquiries, hot leads, and old customers slip out of the hands of the salesman who takes it for granted that the customer knows all about the proposition.

The lack of a logical, well-planned sales approach and canvass has been the downfall of more salesmen than all the grouchy or hard-boiled buyers who have scared salesmen since the time Columbus had such a time selling his idea that the world was round.

This problem of getting the right message over to the prospect in a logical, convincing manner, is being solved by the Whole Grain Wheat Company of Chicago by the use of phonograph records, which contain

a concise but interesting sales message.

Whole grain wheat is a specially prepared food which requires a more or less technical presentation. It is sold direct to the consumer through a sales organization that calls on prospects in their homes or offices. No salesmen or distributors are appointed until after they have used the food and proved to their own satisfaction that it is beneficial.

It is never sold through grocery stores or other retail channels, for the company has found that it is useless for anyone to try less than twelve cans, which constitute a twenty-four day supply.

Despite the fact that all of the company's salesmen have used the food and know what it did for them, it was evident that many sales were being lost on account of the salesman's inability to get the message

100 SALES LETTERS

In Loose-Leaf Binder, \$3.00

Newport News, Va., Nov. 1st
Dear Reader:

You can write a better sales letter quicker and easier.

Here's how---

Find a suitable model that's "pulled big", follow its "main idea", adhere to its "mechanical form", retain its "pull", but "say your say".

We've saved a collection of the best, most resultful sales letters we've seen. 100 fac-similes--the cream of the lot--in good, loose-leaf binder, postpaid, for \$3.00--refunded if not pleased.

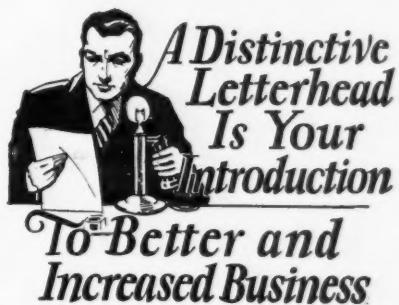
Merely pin check to this ad and mail. You'll write better letters with less "floundering around", or we'll gladly return you your money.

Yours for "Proven Letters",

Newport News Printing Co.

(INCORPORATED)
Sales Service Department
NEWPORT NEWS, VA.

Reference: First National Bank or any bank in city



LITHOGRAPHED LETTER-HEADS of high character are more productive than any other form of Letterhead. The cost is reasonable in quantities of 5,000 or more.

Increase the direct result—get the full value from your correspondence—open the door to more profitable business and enhance the prestige of your concern.

"YOUR LETTERS"—our interestingly illustrated brochure on Letterheads, sent free on request, will show you how.

HIGGINS & GOLLMAR

Incorporated

Lithographed Paper Products
30-38 Ferry St. New York, N. Y.

This is a FINDEX card
It enables you to act
while your competitor gropes for data.
Any system contains information—
FINDEX finds it.

Don't confuse FINDEX with any other system or method. FINDEX is absolutely unique in what it accomplishes.

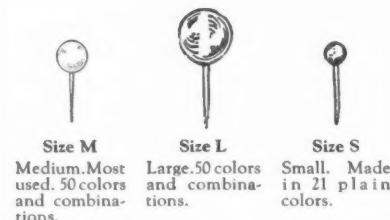
Is Findex for You?

See our full page ad on page 182

The Findex Company
344 Madison Avenue New York City

Graffco

MAP TACKS



FOR mapping out sales routes, strong and weak sales areas, production centers, etc. Are made in 50 distinctive colors and color combinations. Have sharp points of tempered steel, rigidly set in unbreakable round heads.

Write for free samples and prices

GRAFF-UNDERWOOD CO.
Manufacturers
Graffco Signal and Tabs
18 Beacon St., Somerville, Boston 42, Mass.

over to the prospect. The idea of a food of this kind being sold direct to the consumer by a man who calls at the prospect's door is rather unusual, and the opposition to the ordinary type of house-to-house salesman is well known. Naturally the whole grain wheat salesmen met with stiff sales obstacles, and many sales were constantly being lost because of the difficulty in getting the prospect to "stand hitched" while the complete sales message was delivered.

How Records Are Used

As a solution to this problem the company produced a few phonograph records which were in reality sales talks for the food, but which contained no direct attempt to obtain the order. "The Main Spring of Life," and "A Human Record" are the subjects of the talks on the record, one subject being on each side. These talks are so worded that the prospect's interest is aroused to the point of asking for more information about the food itself, where it may be obtained, and how much it costs.

They are used for the same purpose that the advertiser uses big space to obtain inquiries. Instead of approaching a home or a prospect and attempting to sell the food the salesman makes his call and hands the prospect one of the records and says, "Here is a phonograph record I hope you will listen to. I am not selling records and this will cost you nothing. I will return tomorrow and find out what you think of the record and its message."

With this brief talk the salesman turns and walks away. Now it is a dead certainty that the average person is going to have enough curiosity to play the record, and in listening to it he or she is almost sure to become interested in whole grain wheat.

Each call is followed up the day after the record is left at the home. On these follow-up calls the salesman has every opportunity to further explain the merits of the food, and obtain the order for the minimum quantity of food, which is one dozen packages.

"We had one thousand records made as an experiment and the men who tried it out were so successful in increasing their sales that we soon had to order the second thou-

sand records, and we are now using up the third thousand, more than twenty-five hundred records being now in daily use by our sales force," said E. T. Naylor, sales manager of the company, to a Dartnell staff representative.

"We sell the records to our salesmen at the actual cost, which is seventy-five cents. They are permitted to buy one or a dozen, or more. A salesman in Nashville has placed one of the records in one of the leading phonograph stores in the city where it is used in demonstrating phonographs. In this way he obtains many inquiries from people who hear it there. Other salesmen have used the plan of getting half a dozen or a dozen prospects together in some central point and playing the records to the entire group. But most of them follow the original plan of leaving a record at the prospect's home and returning for it the next day.

Teaches the Salesman

"One of the biggest benefits derived from the plan is that it teaches our own men how to make a real sales canvass. No matter how much printed or written instruction we may send out it is only natural that many of our salesmen will fail to learn how to properly present our product. But constantly hearing the records thoroughly teaches them the best plan of selling."

The plan has worked so well that they are now at work on other records, some by members of the organization and others by such well-known food experts as Alfred W. McCann.

It often happens that the prospect offers to play the record while the salesman waits, and in cases where it seems best the salesman of course waits, and often makes the sale on one call without having to call back again. It is not unusual for neighbors to be called in to hear the record and often the salesman obtains half a dozen leads from one playing of the record.

While the plan may not be adaptable to every line of business, it is indeed worth considering where the problem is one of getting the message over correctly and thoroughly and of putting the prospect in the frame of mind where he is willing to listen or to ask questions.

An adaptation of the same plan is

And Now—Let's Talk About CIRCULATION

FOR the past two years THE WORLD, through the medium of full-page advertisements in a number of leading newspapers of the country, has been broadcasting an impressive record of advertising gains.

During that period THE WORLD'S total advertising increase has approximated 3,000,000 lines, by far the largest aggregate gain shown by any newspaper in Greater New York.

In the first eight months of this year THE WORLD gained nearly 1,000,000 lines of advertising over the same period of 1922. Of this huge increase, 800,000 lines represents the gain of the week-day WORLD and is 22% in excess of the six-day gains of *The Times*, *The Tribune* and *The American* combined over the corresponding period last year.

Far-sighted advertisers will be quick to sense the *reason*.

And the *reason* lies in the fact that THE WORLD is first, last and always a New York newspaper, built for New Yorkers.

After all, the first duty of a good newspaper is to print *all* the news of the community it serves. News increases in importance with its proximity to the folks who read it.

The biggest "story" since the Armistice was the earthquake in Japan, yet even this cataclysm would have been crowded off the first page had it happened on the same day as another Wall Street explosion or a repetition of the "General Slocum" disaster in the East River.

It is THE WORLD'S sense of its responsibility to New Yorkers, in that it favors *their*

news above the happenings of the world remote from their interests, that gives it an advantage which advertisers are rapidly recognizing.

And this advantage may be summed up in two brief statements:

A—THE WORLD is purchased each weekday morning by nearly 100,000 MORE New Yorkers than its nearest standard-size competitor.

B—On Sunday, THE WORLD is purchased by nearly 50,000 MORE New Yorkers than *The Times*, *The Herald* and *The Tribune* combined.

So much for circulation—which is the life-blood of advertising, and is therefore directly responsible for the consistently increasing gains set forth in the opening paragraphs of this advertisement.

Manufacturers who advertise in New York newspapers obviously want to reach New Yorkers. The very fundamentals of economy would prompt the use of that paper which best serves the New York public, as evidenced by its circulation supremacy in the greater city.

New Yorkers want to know about New York. It is the city in which they live and buy their merchandise.

Many years ago the merchants of New York learned the value of concentrating their efforts directly in the territory within daily reach of their stores, and THE WORLD offers a greater concentration in this territory than any other newspaper in its field.



Pulitzer Building, New York

Ford Building
Detroit

Securities Building
Seattle

Title Insurance Building
Los Angeles

Market and Third Streets
San Francisco

Mallers Building
Chicago

All "Class"

THE ROTARIAN is sometimes referred to as a "Class Magazine" and, while it is in reality rated as a magazine of "general circulation," it is essentially a "Class Magazine" in that its circulation is all CLASS—being composed, as it is, of the leading business and professional men of more than 1,500 busy communities—representing every line of human endeavor. It, therefore, covers a very intensive, highly-developed buying power field.

The circulation of THE ROTARIAN is practically 100 per cent automobile ownership. Many thousands of motor trucks are owned and operated by its subscribers and, probably, 500,000 typewriters. They are constantly in the market for every character of domestic, industrial and commercial commodities—they house, clothe and feed more than 300,000 people—not to mention their business needs.

90,000 real fellows, who disburse millions of dollars annually, patronize the advertisers of

THE ROTARIAN

The Magazine of Service
Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives
Constantine & Jackson
7 West 16th St., New York

CHICAGO

Mid-West Representatives
Wheeler & Northrup
1340 Marquette Bldg., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, Cuba, and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2.00 in all other countries

Published Monthly by Rotary International

Sales Management

Advertising Rates

One page	\$125
Two columns	100
One column	60
One-half column	35
50 cents per agate line	

Cancellations or changes in orders not accepted after closing date.

Orders for preferred positions and color pages are non-cancellable.

Specific schedules for space and dates of insertion must be given.

Reservations or contracts for one year not accepted with transient orders.

Orders specifying position as a condition of contract not accepted.

The publishers reserve the right to insert previous advertisement when new copy is not furnished by date of closing.

Member of Audit Bureau of Circulations

SALES MANAGEMENT is published by The Dartnell Corporation, publishers of the Dartnell Sales Service, etc.

1801 Leland Ave., CHICAGO

342 Madison Ave., NEW YORK

now being used by a Cleveland real estate dealer who furnishes his salesmen with a talk on financing your own home. These talks are printed and enclosed in a plain envelope. The salesman calls at the prospect's home or office, presents the blank envelope and requests that it be read and considered. He offers to call again in a few days and give further information about the plan if the prospect is interested. Like the Whole Grain Wheat records the printed message is used merely to get the prospect in the right mental attitude. It tells how a home can be financed, how others have built their own homes, and stops right there. How he will help, where the home can be obtained, and how to make the start is purposely omitted so that the prospect will have to ask these questions when the salesman returns.

"The most successful idea we have ever tried out," is the way the real estate man described the plan to a Dartnell man who investigated.

"Everybody In My Territory Has One"

(Continued from page 142)

demonstrations in the stores and in the homes, and shows the proper way to proceed with the selling process.

The charts and pictures are used at the factory in training new salesmen, and each of the five division managers also uses them in his territory. In addition, McCarthy goes out on a trip to several cities every few weeks, where he addresses dealers and their salesmen, and gives them pretty much the same instruction. Arrangements are made in advance so that all the dealers and their salesmen in a given district will be present at the meeting, which is held in a central city. Dinner, caps, cabaret entertainment, jazz music, and other ingredients of enthusiasm are provided, and every one has a good time while receiving his instruction.

Here's a new one in the way of setting sales quotas, and showing salesmen's standing in a sales contest. E. L. Snyder, sales manager of the Morgan Manufacturing Company, Cleveland, drafts musical scales, one for each salesman, and the standing is shown by the place on the scale and the number of notes.

Help Your Salesmen to Help Themselves



THE EXALTED SOCIETY OF ORDER HOUNDS is a Fraternal Organization that develops earnest, hard-hitting, energetic salesmen. Puts new zip and pep in your entire sales force and keeps each man pushing ahead for the business with enthusiasm and the will to win.

We have a plan that gives the salesman a new vision of his work and his opportunities—dignifies his calling—generates the spirit of independence so necessary in sales work—possesses a strong human interest appeal, and is based upon a type of philosophy and logic that has an instant appeal to every man.

This Fraternity provides for a Goal from **month-to-month** and from **year-to-year** through the attainment of Honorary Degrees for creditable performance, based upon a definite quota for each man in your sales organization.

It promotes team-work, enthusiasm, inspiration and loyalty.

There are Seven Honorary Degrees with appropriate Emblems—an Oath and Obligation—Creed and Ritual.

This plan is a well-spring for promoting interesting vernacular and sales parlance—it suggests an endless supply of **original ideas** and **constructive thoughts** dealing with the relationships of the Salesman, the House and the Customer.

Sales Executives and Officials also have Degrees in every Home Kennel of Order Hounds, such as Senior Watch Dog, Junior Watch Dog, Big Barker, Official Growler and Kennel Guard.

If you are interested in putting new life and constructive action into your Sales Force, write us for further particulars.

Upon receipt of inquiry from an executive of your business, stating the number of salesmen in your employ, we will be pleased to send a copy of the Oath and Obligation of The Exalted Society of Order Hounds and give more complete details for your consideration.

The Stevens-Davis Co.

Business Analysis — Successful Selling — Industrial Harmony

1230 to 1236 W. Jackson Blvd.

Chicago, Ill.



EDITORIAL

Hire Your 1924 Salesmen Before January First

Not since the armistice has there been so much activity in recruiting salesmen. The Burroughs Adding Machine Company announces that it will increase its sales force from 1,300 to 1,600 men—more than eighteen per cent. Dartnell field representatives all report that nearly all the sales executives they call on are preparing for bigger business next year by more intensive sales effort—more salesmen and smaller territories. More requests for Dartnell standard application blanks, used in examining salesmen candidates, were ordered during October than any previous month since 1917, when the standard application form was first put out. Inasmuch as these blanks are now used by over 2,000 concerns in hiring salesmen it is a dependable index of employment activity. In view of these "straws" our recommendations to sales managers are that they lose no time in recruiting their 1924 salesmen, for the demand will soon drain the existing supply. While there will always be good salesmen to be had, your chances of being able to get good men after January first will not be nearly so good as they are right now.

Why Sales Managers Often Stay Sales Managers

The leading article in this issue is by a man who started with his company eighteen years ago as a salesman. He successively served as sales manager, general manager and recently was elected vice-president of his company. Mr. Waldvogel will be envied by other sales managers who feel that it is time they were being advanced to a position of greater responsibility. Some of them will blame their superiors. Only a few of them will put the blame where it probably belongs—on their own shoulders. The reason more sales managers do not step ahead is because they cannot be advanced without imperiling the sales of the business. Next to fitting yourself for a higher position, it is important that you fit some one for your position. When opportunity comes your advancement must not create a problem in the sales department. There is no better way to remain a sales manager all your life than to aspire to make yourself indispensable to the business—as a sales manager. There is no such a thing as an indispensable executive anyway. There is always someone who can fill your job better than you are filling it, just as there is someone who can fill my job better than I am filling it. It's your job to ferret him out.

Coaxing, Persuasive Sales Letters

Have you noticed how the persuasive note permeates this fall's crop of sales letters? Perhaps it is becoming a bit more difficult to get results, and the writers feel that their letters must be more persuasive than ever, but the sheer determination to sell you something whether you want it or not—super salesmanship, some call it—is riling, to say the least.

It is too bad that the men who write our sales letters are not able to get more actual selling experience. They would soon learn that there is much more to making men think your way than mere persuasion—especially the brand of persuasion used in some sales letters. As they become more seasoned in personal sales work, they would come to realize that persuasion is something that must be used very, very sparingly and unobtrusively. The veteran salesman knows that the real art of selling lies in concealing the desire to sell. His attitude is one of helping the buyer to decide. He knows that the average man resents being sold. It is a reflection on his ability to decide for himself. The skillful salesman plays on that chord, and lets the buyer buy.

But all too many letter-smiths seem to miss this vital point completely. They don't seem to understand that it is a mistake to coax the half-sold buyer. It is a mistake to over-urge him. It is a mistake to even seem to persuade him. He is a man of sagacity and decision. Simply present your case, show him why he should buy, prove to him that he will be the loser if he doesn't buy, and stop before you start telling him to return the enclosed post card now, or reminding him that procrastination is the thief of time. If you have made him want what you have to sell, he will buy without being prodded in the rear with a pike poke.

When Silence Ceases to Be a Virtue

A friend of mine bought a Jordan Play Boy. I asked him why. "Well," he said, "it is a mighty good looking car and I think that Ned Jordan is just about two laps ahead of any one else in the automobile game." Further questioning indicated that he had bought the car because of a sentimental liking he had for Jordan. Yet he had never met Jordan. He had never heard him speak. He had never even written him a letter. But for years he had been reading about Jordan. To him Jordan had become a sort of a hero.

This incident interested me, because I have heard Jordan criticized for being a "publicity artist." His habit of signing his advertisements, his willingness to

COMMENT



address business gatherings, his skill at keeping his name in the papers point that way. But Jordan is not a publicity artist. He is just a good salesman. His policy of keeping his name before the public has made thousands of potential car buyers feel that they know him personally. Sooner or later their interest in Jordan will crystallize into the purchase of a Jordan car—just as sure as day turns into night.

While we have no use for the professional press agent, nor the business man who seeks free publicity in lieu of legitimate advertising, still we do think that a business overlooks a wonderful opportunity when it "hides its light under a bushel," as so many still do.

Your business and my business have characters, just as sure and just as definite as Ned Jordan's. True, the old customers of your business feel this character. But they are only a few. Good salesmanship requires that this character should be reflected on the broadest possible scale, so that everyone, everywhere may understand and appreciate it. What better way is there to do this than by sharing with others the experience out of which this character was forged?

—o—

Forecasts and Orders

Secretary Hoover gave the business world something to think about when he released data gathered by his department to show that business conditions were "better fundamentally than they were psychologically." In other words, Mr. Hoover thinks that if business men would quit moping around and waiting for their forecaster to tell them how business is, and get busy and go out after it, they would find it. And we heartily agree with him. There has been altogether too much piffle written and printed about business cycles, and other mysterious laws which are supposed to enable a sales manager to know in advance when business is going to be good or bad. Business is going to be good when people make it good by getting out and hustling for it. Business is going to be bad when they quit hustling and camp around the office bewailing hard times. The idea that for every period of good business there must be a corresponding period of bad business is nothing but pure bunk, for which hard-headed business men pay good money. There are a few factors which a sales manager must watch, because they indicate the probable price trend, such as foreign competition, import and export of gold, crop conditions, building permits, etc. But the idea of quitting just because some cyclist thinks it is time to stage a panic, is certainly not in keeping with the fighting spirit which has made American business what it is today.

Mr. Edison's Latest Interview

Occasionally Mr. Edison speaks for publication. Sometimes he just speaks, and sometimes he speaks and says something. He said something when he declared the other day that it took from seven to forty years from the demonstration of a beneficial device to its ultimate acceptance. "I made the first dozen typewriters," he said, "and it took me seven years to convince the public they wanted them and another three years to sell them." Unwittingly Mr. Edison put his finger on the cause of many advertising failures. There has been so much bunk circulated about advertising magic that even hard-headed business men look upon it as a miracle worker. They forget how slowly ideas penetrate the public mind. An advertising campaign is planned in great detail for a year or more. The first few pieces of copy are released. The world refused to sit up on its haunches and gasp for breath. Then the bills come in and the alleged advertiser scans the records to see what the expenditures have produced. His courage begins to shrivel. "It is just as I said," thinks he, "advertising may be all right for the other fellow, but my business is different." So he quits at the foot of the hill.

It takes real business courage to put a sales plan of any kind over, especially a plan that calls for large investments in advertising. It takes long experience before we learn, as Mr. Edison has learned, that it means seven years sticking to it before the corner is turned.

Unless a concern is willing to stick to a plan for at least three years before it quits, it is almost sure to fail. If you are going to use newspaper advertising to see if it is any good for your business, use it for three years. If you are going to test magazine advertising test it for three years. If you are going to employ outdoor advertising employ it for three years. But don't, whatever you do, use it a few months and then say: "Yes, we used such-and-such a kind of advertising once, and found it didn't pay." Three years is only half as long as Mr. Edison suggests.

—o—

The sales manager of an oil tank company says that his business has changed radically this year. "Conditions and markets have changed so fast this year that I find it necessary to spend at least half my time in the field working with the men." This sales manager knows what is going on in his business—in Oshkosh, Dallas, or Butte, as well as New York, Chicago or other large cities. Perhaps that is the reason his factory is unable to accept any more business for the next six months. Because of his close touch with markets he saw this change coming and changed his tactics.



Do Your Salesmen Say—

"Blank & Company interested in our goods and quotation—when can you deliver so-and-so—acceptance depends upon delivery?"

After he has "sold" your product on its merits or price, is he compelled repeatedly to say, "I'll wire the company for delivery date and call you in a few hours?"

Many a sale grows cold in those few hours. Many a salesman loses the thread of the sale in those few hours. Many times a competitor steps in during those few hours and says, "I will fill this order from our stock in the local warehouse today."

Estimate what it would mean to your firm if **your** salesmen could use this same clinching argument, then write our executive offices for detailed information on such a warehousing service for your product in the central states.

You will find our warehouses are virtually your warehouses, that you can spot your stock strategically in your sales territories, that you can distribute lots on short notice, that your customer receives his order when he wants it, where he wants it and the way he wants it.

Cotterage permits your salesmen to say, "I will fill this order **today** from our stock in a local warehouse."

*Call your Traffic Manager's attention to Cotterage ads
in Traffic World*

The U.S. COTTER WAREHOUSE Company
Established In 1882
Akron, Columbus, Mansfield and Toledo
Executive Offices at Mansfield, Ohio



Cotterage
FOR CENTRAL STATES
DISTRIBUTION OF MERCHANDISE

OPERATING EIGHT MERCHANDISE
WAREHOUSES LOCATED IN THE
RAILROAD CENTERS OF OHIO



Who Is To Blame—Advertising Agents or the Sales Managers?

(Continued from page 150)

maximum service to the consumer, when both sales management and advertising are brought as closely as possible to perfection within the limits of our present-day knowledge.

We must recognize that this normal client of an advertising agency has the latent ability, the financial and sales capacity to put behind an advertising campaign a good grade of selling. But practically, it is shown by experience, that often in connection with advertising campaigns, the sales work is either not adequate, or is not closely enough related to the advertising campaign itself, and fails to secure the possibility of the advertising campaign.

The Agency's Opportunity

Now there may be a number of reasons why this is so. Thus, it may be a matter of time. Most sales managers are busy keeping up with their routine, planning out sales campaigns on various departments, perfecting methods of routing, training, correspondence, packaging, and the many other important phases of present-day marketing efforts.

In the introduction of a new product, in the expanding of an advertising program on present product, sales managers often find it impossible to devote enough uninterrupted time to the preparation of their plan and the working out of their plan needed to make the campaign really successful. They do not have the time for the proper personal field investigation, the catching up on new conditions, for looking into new methods of marketing goods, and so forth.

You might say then, the sales manager should have assistants who can do this work. Yet, rarely do you find in an organization an assistant to the sales manager who is so well trained, on both sales management and advertising, that he can work out proper plans.

The advertising agency must develop its sales work, in my opinion, not as a side line to the advertising, because if it is a side line it is nothing. It must develop it not as counsel because counsel is rarely adequate. It must develop it in a

working way. It must have a sales management department exactly as it has an art department, and it must charge for its service in much the same way. In other words, it must have a sales specialist, or sales specialists who are proficient with the double-barreled gun of sales and advertising, whom it should be able to provide to its customers for long or short periods of time. In some cases such sales specialists will be superior in their knowledge of marketing and sales management to the best sales brains in the organization for whom they are working. In other instances, which includes organizations who are hiring the top of the pyramids of the present day sales managers, such sales specialists will work to assist the sales managers.

Under such conditions it would be possible to entrust the entire campaign, both sales and advertising, to one man. But the important part of the idea is that it will not only be the planning of the campaign, which may be entrusted to such a man, but also the execution properly dovetailing with the sales department. Such a man should be competent enough and able to carry out the campaign exactly as he plans it.

The Sales Manager's Job

Let me proceed along with some further thought with reference to the sales department. I know that you gentlemen are familiar with these things, but let me remind you that the functions of a sales department may be classified into three groups of activities; namely, market analysis; sales planning, and sales execution or administration.

We will admit that there are cases where the sales department is sufficiently large and well manned, so that it can adequately perform these three functions. Even in those cases there may be room at times for the facility of an advertising agency as an accessory in market analysis work and even in sales planning.

On the other hand, there are a large number of manufacturing organizations, including those that



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality. We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company
Established 1857
1102 S. Wabash Ave. CHICAGO 705 Peoples Gas Bldg.

WIGGINS Peerless Book Form CARDS

YOUR SALESMEN, selling through the spoken word alone, find themselves successful, or otherwise, in exact proportion to their capacity to equal competing salesmen in TALKING ability.

INJECT EVIDENCE into this situation, and you short cut to conviction . . . For those who grasp the idea that selling is SHOWING, not CLAIMING, sales increase comes as unerringly as the operation of a law of nature.

The very evidence you need, now lies dormant in your files.

This evidence can be furnished your salesmen in the original form at fractional cost.

Let us explain how this evidence can INCREASE SALES.

Ajax Photo-Print Co.
35 W. Adams Street Chicago, Ill.

Increased Space

*definite evidence of
reader responsiveness*

Where direct inquiries and actual sales can be made a gauge of advertising results, HOTEL MANAGEMENT has already established a remarkable record. The following instances indicate the effective way in which HOTEL MANAGEMENT covers the field and the unusual responsiveness of its readers.

Automatic Refrigerating Co.
Refrigerating Equipment

Cannon Mills
Name Towels

Crane Company
Sanitary Equipment

William M. Crane Co.
Gas Ranges

Fearless Dishwasher Company
Dishwashers

Kent Co.
Scrubbing Machines

National Marking Machine
Linen Markers

U. S. Rubber Company
Tile Flooring

A schedule in 1922 of half pages was increased by Mr. H. N. Porter to full pages and half pages in 1923.

Six pages of space in 1923 have been increased to twelve pages for 1924 by Mr. F. M. Gannon—through N. W. Ayer & Son.

An original schedule in 1923 of nine pages, preferred position, increased to ten by Mr. W. K. Glenn, with a schedule of twelve pages, preferred position, in 1924—through Charles Daniel Frey.

A schedule of half pages in 1922 was increased to full and half pages in 1923 by Mr. A. W. Humm—through Snodgrass & Gayness, Inc.

A schedule of quarter pages, every other month in 1922 was increased to half pages every month in 1923 by Mrs. G. McCann—through Lyddon & Hanford.

A schedule of quarter pages in 1922 was increased to full and quarter pages in 1923 by Mr. G. E. Kent—through Rickard & Company.

A schedule of quarter pages in 1923 increased to half pages in 1924 by Messrs. R. H. Tyner and Leonard Smith, Jr.—through Julian J. Behr.

A page an issue in color increased to two pages in the September issue by Mr. K. R. Dyke.

These are increases that have already been made. Others are being planned now for 1924. Such a record shows the advertisers' appreciation of reader interest in HOTEL MANAGEMENT.

HOTEL
MANAGEMENT

AHRENS PUBLISHING COMPANY, INC.

134 St. James Place
Buffalo, N. Y.

Executive Offices
342 MADISON AVENUE
NEW YORK CITY

20 East Erie Street
Chicago, Ill.

Pacific Coast Representatives—Blanchard-Nichols-Coleman

have sales managers and advertising managers, who are not equipped to handle intensively market analysis work which is closely tied up with sales planning. In these cases the advertising agency that is organized to render this kind of service can be particularly helpful. This, however, is nothing particularly new for an advertising agency to do.

Perhaps some of you will remember a talk made before this club by Professor Harry A. Wellman, of Dartmouth College, about a year and a half ago. Professor Wellman based his entire talk on the thought that in planning a manufacturers' sales operation with a view to increasing the sales volume, the important points in planning are as follows:

- (1) Analysis of inside facts.
- (2) Outside investigation.
- (3) Interpretation of facts.
- (4) Setting a sales quota.
- (5) Organizing the salesmen and compensating them in connection with that quota.
- (6) Budgeting the manufacturer's operation.

These are all important matters of sales management, and some of them may require for some reason or other, lack of time or lack of organization, the assistance of outside parties. It is my contention that the best place to go for such assistance is to a properly equipped advertising agency.

Where the Plan Will Work

The development of the complete advertising agency has been most marked in the past few years. It is now recognized so there is room in the modern advertising agency for a large number of specialists whose work is coordinated under one master manager.

The things which I am saying with reference to the advisability, when help is needed, of going to the right sort of an advertising agency, applies more particularly to firms who sell a product which is advertised to consumers. Still more does it apply to firms who advertise to the consumer products which are sold to the consumer through the trade. It does not apply so much to advertising firms who sell direct to consumers, such as manufacturers of adding machines, typewriters and so forth.

I am not saying, or meaning to claim, that an advertiser should go

to an advertising agency for this service. I am making the claim that the advertising agency, if it's to be thoroughly rounded up and competent to give complete service, should equip itself with a department of sales management. I claim that this is good procedure for an advertising agency.

Better Sales Plans Needed

Time and time again, in my own experience, I have seen a plan, which I knew as a sales manager and as an advertising agent was practical, absolutely fail because of lack of co-ordination between the sales and the advertising department. I have had to recognize that the firm to whom the plan was offered was not so organized that it would carry it through. I recollect a case of some years ago. The firm is one of the largest manufacturers in the New England states. The head of that company said to me, "Mr. Hoyt, we do not pretend to be merchants. We are manufacturers and we always have been. We admit, we have not in our organization the sort of men who can carry through the thing which we are discussing." May I say, that this particular firm had sent for me, and said that they had made a decision to change from selling through the jobber to selling through the retailer. They didn't ask me for an opinion as to whether they should do this or not, but they said that they had decided to do it and they wanted an advertising campaign that would make it possible. When the advertising plan was completed, the manager made the remark which I have just quoted. In this case the solution was found by securing for that manufacturer an exceedingly good man who had been both a sales and advertising manager. They found a happy solution because this man did make a success of the problem.

Finally, gentlemen, I submit to you the thought that there must be more and more a tying-up of the work of the advertising and the sales departments. In many cases, I believe, the solution will be found if an advertising agency has within its ranks a sufficiently strong department composed of able sales managers who believe in and recognize the force of advertising. If you put these men in tune with those who have the advertising ability you are assured of success.



Which will your Catalog be, Loose-Leaf or Bound?

Your catalog is your representative—your salesman, your show room. It reflects, in the buyer's mind, your entire organization. Sales psychology teaches the importance of *first* impressions. A catalog whose outward appearance possesses an air of attractiveness and quality immediately suggests a corresponding quality for the merchandise within.

Manufacturers making and

selling all types of merchandise are steadily replacing permanently bound catalogs with Loose-Leaf editions. Frequently a permanently bound catalog is out of date a few days after it is printed. A Loose-Leaf Catalog is always new and up to the minute. It gives day by day service, month after month, year after year. Commodities may quickly be added or removed and prices changed at will.

Write for this new Booklet!

We have just prepared a new booklet which illustrates and describes an extensive variety of Loose-Leaf devices for Catalogs. It shows types and grades for all purposes. From this assortment may be selected binders suitable for Dealers' Catalogs, Salesmen's Catalogs or Customers' Catalogs, as well as covers suitable for Sales Manuals, Data Books, Desk Price Lists, and for all Sales Department requirements. It will gladly be sent upon request.

The C. E. Sheppard Co.

Manufacturers of Cesco Loose-Leaf Devices

260 Van Alst Ave.

Long Island City, N. Y.

Acres of Diamonds in Your Sales Organization

Why not tap all the resources of your salesmen by capitalizing on their experiences. You can do it—easily

DID you ever stop to realize the wealth of sales material that can be drawn from your salesmen through a properly organized plan of procedure?

Have you ever thought how eagerly salesmen will contribute their ideas and experiences to the building up of a constructive sales program when the right conditions are provided?

Do you know that your salesmen will give you as much or more than you can give them under the proper coaching and incentive? You want orders and more orders; the 100 per cent experiences of your best salesmen in getting and building business will multiply your orders.

Your weaker salesmen can be brought up in many cases to the standard of the top-notcher. Your leading salesmen can be induced to make still higher records. A few per cent increase in sales—or perhaps doubling your sales—will make a good showing on the profit sheet for 1923-4.

Re-Contribution Plan Working Wonders

The N. S. T. A. has discovered for you a new principle of treating sales, the Re-Contribution Plan that is doing wonders for other companies like your own. The plan is based on **your** problems; not on our text material; it is centered on increased sales rather than higher education. It causes your men to DO, not merely think, and results in

higher standards of salesmanship and more satisfied customers.

The entire plan is kept under your own personal control and supervision. Each week, through a comprehensive **Information Control Sheet** you will have before you a graphic picture of the activities and problems of your salesmen. You will see just how each one is thinking and how he is conveying his ideas to the trade. You will see the obstacles and points of resistance that are holding up your sales and how your best men in the field are overcoming those same obstacles.

Mail Coupon for Synopsis

Without any obligation whatsoever we will gladly send you a comprehensive typewritten synopsis explaining how the N. S. T. A. Institutional Service will operate as a direct factor in building up your sales and instilling renewed energy and enthusiasm into your salesmen. Just mail the coupon.

National Salesmen's Training Association

53 West Jackson Blvd. Chicago, Ill.

**NAT'L SALESMEN'S TRAINING ASS'N,
53 W. Jackson Blvd.,
Chicago, Illinois.**

Without obligation, you can send me your synopsis of your Re-Contribution Plan.

Name.....

Position.....

Company.....

Address.....

No. of Salesmen.....

How Would You Sell These Goods?

The following problem is submitted to you by a man who has been a consistent reader of this magazine since its first appearance

Up to the present my product has always sold at prices ranging from \$29.00 for the smallest size to \$65.00 for the largest. Reading Henry Ford's life has done quite a few things to my ideas of merchandising. Regardless of your or my opinion of the man, it is certain that some of the basic principles upon which he has founded his business must be correct. With these ideas in mind, I have embarked upon a plan which will make a drastic change in the selling method of my business.

I sell the Star Pressure Cooker, and have always used jobber and dealer channels. Cookers have been sold as a specialty and demonstrated at food shows, better homes shows, in department stores, etc. This has, of course, made the selling cost very high, but it has brought pressure cookers before the people which had to be done before a demand for the product could be created.

A Million Dollars in Publicity

Pressure cookers are such a wonderful aid to the housewife and are such a sensible improvement over the old way of cooking that last year the newspapers, farm papers and women's magazines took the thing up and without any solicitation from me gave feature articles to pressure cookers that totaled over a million dollars worth of space at line rates. As the result, of course, there are many people who want a Star Pressure Cooker. However, in spite of the selling effort which has been made in the past, it must be admitted that they have not moved as fast as their genuine merit deserves. The reason has simply been price objection.

The article is worth its price many times over to any purchaser, but it is also true that the selling price and the manufacturing cost have been too far apart. I intend to cut the price of the Star Pressure Cooker more than in half. The size that has sold in the past for \$29.00 will sell for \$13.75; the large family size I am going to sell for \$24.75. With this cut I propose to do all my own selling by mail, and at this price will be compelled to hold my entire selling cost on each cooker to \$1.00 or under if I am to make a fair profit.

There is my problem. Can this be done and what methods can I use to accomplish it?

Is the Margin Too Small?

The cut in price is so great and so little is left for selling expense that your first answer may be that I have made too great a reduction. But let me explain the uses of this cooker and describe the article, itself; then, I think you will be inclined to believe, as I do, that I am taking a fair business venture in making this cut. Remember that keeping the price up has enabled other manufacturers to slip in, and by underselling just a little, work up some business on cookers that I feel are not nearly so good as the one I am selling. This new price will make the best pressure cooker in the world

by far the cheapest regardless of any competitor.

This is why the Star Pressure Cooker is the best. It consists of a highly polished cast aluminum kettle with a double machined joint which gives a steam tight bearing when the lid is clamped on. It is equipped with nickelized brass steam gauge, release valve and escape valve, three aluminum inset pans, five aluminum bails and a cast aluminum rack with two sets of legs for adjusting its height. There is no thought of cheapening either materials or construction of any part. With proper care it will last a lifetime. A complete cook book, including sample menus and instructions for canning fruits, vegetables, meats, etc., accompanies each cooker. The book is really not necessary for a child can operate the cooker safely and successfully. But the ladies always like new recipes and we have had this book edited by some of the most noted dietitians in the country.

The cooker operates as follows: Take for example a meal of pork chops, browned potatoes, string beans, onions and custard pudding. Set the cooker on the fire perfectly dry. Place the pork chops on the bottom and lay the raw potatoes alongside and without water. Put the dry string beans in the first pan; put the onions, also dry, in the second pan, and the custard in the top pan. Clamp down the lid; turn on the fire and cook for ten minutes at 15 pounds pressure. The meal is ready to eat. The pork chops and potatoes are browned and the rest of the food is thoroughly cooked.

Flavors Will Not Mingle

There is absolutely no intermingling of flavors. We have actually cooked fish, sour kraut, onions and custard together without any trace of intermingling flavors. Of course this is not a meal that anyone would eat, but it is a supreme test of the statement that tastes will not become mixed in cooking. In addition, there is no odor of cooking in the kitchen and no escaping steam.

It is impossible to burn anything in the cooker.

Canning Season Means New Use

At canning season the cooker is worth its weight in gold. It will can all fruits in five minutes and vegetables in proportionately short time. You do not have to spend much time around the kitchen to know the labor and hours of hot work that this saves a woman.

The thing is almost uncanny in its possibilities and the things that it will do. It will save the average woman at least 29 hours a week of cooking time by actual test, and over 60 fuel hours a week computed by multiplying the number of burners by the time. This is because it uses only one burner in cooking the entire meal.

Of all the labor saving devices on the market for women today, it has no equal. Women should have washing machines—they use them once a week and thereby save

a lot of hard work, but it costs money to operate them and good ones are priced around \$150.00. Women should have vacuum cleaners—they use them perhaps three or four times a week and save considerable work, but no money, and they cost about \$50.00 apiece. But the Star Pressure Cooker is used three times a day, saves both work and money and costs less than one-third the price of a vacuum cleaner. There is nothing on the market that has to its credit as many advantages as the Pressure Cooker.

Men have had the typewriter, the adding machine, mechanical reapers, and other labor saving devices. Women have had the washing machine, vacuum cleaner, etc., but are still cooking with practically the same tools that they used when men were cutting wheat with the scythe. Furthermore, food cooked in a pressure cooker is more palatable because no water is used and all the sugars and salts that are ordinarily wasted when the water is poured off in the sink are thus preserved in the food. For these reasons doctors everywhere are recommending it, domestic science schools are teaching its use to their students, women's magazines are preaching it to their readers, the Department of Agriculture recommends it, and several hundred farm demonstrators in the employ of different states and the United States Department of Agriculture carry pressure cookers and demonstrate and advise their use.

Shouldn't Star Cookers Sell?

Now, then, haven't I a right to feel that a drastic cut and a mail order campaign will move Star Pressure Cookers in great quantities at small cost? Take the market of men alone. Could any man give a better present? It is certain that women have not enjoyed as good tools for their work as men.

But no business will run itself. My problem is to find the right way to advertise and the right kind of a follow-up. How many letters should I send in answer to an inquiry? What should I say in those letters? Remember I have just one dollar to spend for advertising, circulars, follow-up letters, and general expenses. If you have the time and inclination drop me a line and let me know how you would solve the problem if you were me.

Bear the following advantages in mind. The Star Pressure Cooker:

Cooks food better.

Saves over 29 hours a week over the cook stove.

Saves money: on fuel, and by making cheaper cuts of meat highly tender and palatable.

Has the recommendation of every competent authority in the country.

Ford price, Packard quality.

Anyone can operate it.

Sells for cash. No "payment" gags.

Selling cost must not exceed \$1.00.

Remember that the drastic cut in price must be temporary if sales cannot be made at this figure.

Let me send you the circular I am figuring on using. Give me your criticism and any suggestions you feel like making. One thing I think we ought to consider will be sales to men as Christmas presents for wives or sisters. It should have an enormous appeal to men if properly presented. Address

STAR PRESSURE COOKER CO.
Columbus, **Ohio**

NOTE: Copies of the best suggestion received will be mailed to every one sending replies.

TIPS



If you have occasion to prepare long and involved reports, briefs or statements, with any degree of frequency, and have been of the opinion that laborious long-hand writing was the only practical method to follow, you may be interested in an article by James O. Wynn, Jr., which appeared in the July issue of *Management and Administration*. The writer, who is an accountant with Lybrand, Ross Brothers and Montgomery, tells how he uses a dictating machine to advantage for this work. We have obtained a few clippings of the article and will be glad to send them "gratis" to those who request them. Address your request to the Librarian, Dartnell Corporation, 1801 Leland Ave., Chicago.

We were very much impressed recently with the bigness of the market for hundreds of commodities in the field of education, when a booklet compiled and published under the title, "The Way to the Education Market," by F. A. Owen Publishing Company, came to our attention. Almost eight hundred thousand teachers in public and private schools not only make up a very desirable and "sizable" market for everything that other men and women in sedentary occupations require, but their influence on the most intimate details of the lives of twenty-four million pupils is almost staggering in its possibilities to manufacturers in almost every line of products. The F. A. Owen Company, who are publishers of "The Normal Instructor," have offices at 110 W. 34th St., New York City, in charge of George V. Rumage. We understand that Mr. Rumage will be glad to send copies of the booklet to interested SALES MANAGEMENT readers.

It is not often that we run across a more interesting and fact-filled study of the farm market than the 6x9 booklet, "Editorial Strength That Builds Buying Power," which is being circulated by the Capper publications, Topeka, Kansas. Senator (and publisher!) Capper's celebrated "pig club" for farmer boys and the poultry club for farmer girls (which are described in detail) gives sales managers, who are interested in agricultural publicity, a close "slant" on the editorial service rendered to subscribers by the modern farm journal and, incidentally, discloses the "reader interest" the Capper papers enjoy. Copies of the book are obtainable from A. G. Wallace, advertising promotion manager, at Topeka.

How to hold your customers who "fold their tents like the Arabs and quietly steal away," without complaint, at the first dissatisfaction with your service by the use of "Indirect Advertising," is but one of the helpful suggestions given in a little book entitled, "What Indirect Advertising Can Do for You," published by the J. W. Butler Paper Co. of Chicago.

"Indirect Advertising," the booklet explains, is a new and better name for the sort of "good-will" publicity incorporated in house organs, service letters and other forms of literature from which no direct or "traceable" results are expected. And whether you are a believer in this kind of publicity or not, you will find the booklet interesting. Copies may be obtained free of charge by addressing the publishers direct.

SALES MANAGEMENT subscribers, who are interested in the preparation of advertising "copy" for daily and weekly newspapers, will find a lot of helpful suggestions for making their advertisements more effective in appearance and pulling power in "Typographical Standards," published by the *New York Times*.

"Typographical Standards" is a fifty-page manual, which sets forth in an exceptionally clear and definite manner the typographical and plate requirements and specifications for use in "General Display" and "Display Classified" advertisements in *The Times*. Numerous illustrations contrast the effectiveness of correct and incorrect treatment of "copy," "layout" and typography, and tell their own story of the increased dignity, strength and legibility of the announcements printed to conform with those standards. Address the Advertising Department, *New York Times*, for your copy of the book.

If you want a great big dose of inspiration—sage advice, sugar coated with wit and wisdom—original and "snappy" thoughts that are quite to the point—send for a free copy of "Just Plain Talk," a forty page book, written by Coleman Cox and published by Shannon-Moreau Co., 250 W. 57th St., New York. The book is gotten out for sale in quantities for distribution to salesmen, clerks and employees and the price for single copies is 25c—one quarter—the fourth part of a dollar, but real honest-to-goodness executives who write on their firm's stationery, will receive a copy for the asking. "A hint to the wise!"

Business executives generally, we think, would profit in reading a story related by Frank Eastman of the General Motors Corporation and reported by Glen Buck in the September issue of *The Stencil*—"business today is suffering from what I call fatty degeneration of its self-esteem. Too many conferences, not enough decisions; too many plans, not enough action; too many golf clubs, not enough overtime; too many non-essentials, not enough adherence to the basic laws of the business" is the gist of the "Old Man's" remarks when he returned from his "retirement" and found the business slipping. Write Glen Buck at 30 N. Michigan Ave., Chicago, for a copy. You will enjoy it.

\$200⁰⁰ in Prizes

for New Name for Mailing Lists

We seek a new name to properly describe Polk's preferred prospect lists as distinguished from the ordinary, everyday mailing list. The name mailing list has been used in connection with good, bad and indifferent lists in such a way that it does not properly describe the higher grade, made-to-order list, compiled to meet specific needs.

For instance, ordinary lists of large general groups, such as Grocers, Hardware Stores, Drugists and Auto Owners may properly be called mailing lists. However, when a customer desires a list of Homeopathic Physicians who have practiced ten years or more, this requires special compilation. A miscellaneous list of auto owners in a town is a mailing list, but a selected list of owners of cars in a certain price class, a list of fleet owners, or a list of owners arranged by streets with all duplicate names eliminated should have a better description.

A list of manufacturers is one thing, but manufacturers rated \$20,000.00 and up, who depend upon steam for power and are located in hard water territories, is a task requiring technical research and careful compilation.

What can we call these high-grade lists?

The following prizes are offered for the best suggestions received prior to January 1st, 1924.

First Prize	\$100.00
Second Prize	50.00
Third Prize	25.00
Fourth Prize	10.00
Fifth Prize	5.00
Sixth Prize	5.00
Seventh Prize	5.00
Total	\$200.00

Everybody is eligible to compete. Make your letters brief and to the point, because the judges are busy men. They are:

JOSEPH MEADON, President, Direct Mail Advertising Ass'n

JOHN HOWIE WRIGHT, Editor Postage Magazine

LOUIS BALSAM, Editor, *The Mailbag*

If two or more persons submit the names selected as best, second best, etc., each will receive full amount of the prize tied for.

Names should consist of not more than two or three words. The word "Polk" need not be included, as we hope to find a name that will be readily taken up by all the real list houses to describe their higher grade work.

The contest closes December 31st, 1923.

Address all communications to "Mailing List Name Contest."

R. L. POLK & COMPANY

Directory Publishers and Mailing List Compilers

222 Polk Directory Building

DETROIT, MICH.

P. S. Perhaps some Polk list data, sent free on request, will help you decide on your name suggestion. Take your choice from among Polk's General List Catalog, Motor Lists and Statistics, Farmer Auto Owners, Fourteen Ways to Use Auto Owner Lists, How to Analyze the Profitable Limits of Your Market, List of Polk Publications, Directory Libraries, and the October edition of "Quota" which tells more in detail why Mr. Polk authorized this contest.

Wafted to Women on Waves

of hot air. That's the way some things have to be sold. You've seen the advertisements: A picture of a girl around whom a lot of men are crowding because she uses somebody's mud, lip-stick, or wigs for bald eyelids—and another girl left all alone because she washes her face. Also a mass of words to the same effect.

I have some pretty warm letters from people who sell that sort of goods and whom I declined to serve. But why get mad about that? I grant that a girl can do with her face as she likes; but so can I with my time and talents.

And I prefer devoting these to helping sell things or services I consider worth selling because they are worth buying. At that work I am remarkably successful: through letters, sales literature and advertisements; and I also give counsel on sales problems—as explained in Booklet E-40. (Now oughtn't you write me something?)

Cornel Ridderhof

Times Bldg.

New York

SALES MAPS

*Send a
Weekly Sales
Map-Bulletin
into Every
Territory*

Nothing visualizes sales situations so clearly and forcefully as sales records and quotas displayed in map form. You will find a weekly map sales bulletin a tremendous stimulus. The new Graphic U. S. Maps have convenient key to colors and shadings. Good white stock; takes water color. 8½x11 inches, 50c per dozen; \$3.00 per hundred. 17x22 inches, \$2.25 per dozen; \$10.00 per hundred.

The Graphic Press Room 1010 Wrigley Bldg.
Chicago, Illinois

Get Quick Action

You can't imagine what efficiency really is until you visualize your work on charts or maps with

MOORE MAPTACKS

50 Colors 5 Sizes

Send One Dollar for samples of Maptacks in ten different colors, with simple directions, and suggestions how to use them. A copy of "System Simplified" showing Color Chart and Samples FREE.

Moore Push-Pin Co.
113 Berkley St., Philadelphia

Mfrs. of the World-Famous Moore Push-Pins, Push-less Hangers, Thumbtacks and Signals.



IN SELLING AND ADVERTISING PRODUCTION

USE PHOTOSTATS

Testimonials, Orders, Reports, Maps, etc. Rapid, economical. No plates required. Submit copy.

Preserve the drawing. Clip the photostats. Paste any way, anysize. More attractive than original sketch.

Commercial Photo-Print Co.
80 Maiden Lane



Send 10c for proof sheets
**Special AUTOMOTIVE
and HOLIDAY
CARTOON CUTS**
In One and Two Colors
Sales Contest and House
Organ Pepper. Pen and
ink Drawings of Salesmen

Cartoons drawn from photos by Lew Merrill

Business Cartoon Service
35 South Dearborn Street, Chicago

The Great Southwest

(Continued from page 223)

packing (\$125,000,000 in 1920); cotton seed oil and cake (\$102,000,000 in 1920). Flour mills brought in \$75,000,000, and lumbering added its \$47,000,000 to the total in 1920. Some sixty other industries, each totaling more than half a million, brings the total of industrial and manufacturing income to a sizable sum for a state usually looked upon as a strictly agricultural and cattle raising community.

Oklahoma, sister state of Texas, is young in years but as vigorous as any state in the Union and like Texas blessed with bounteous natural gifts, the greatest of which is perhaps petroleum. As a state Oklahoma is still in her teens, being admitted to the Union in 1907. This commonwealth has been the scene of feverish activity since the first days of the rush for government lands some twenty or twenty-five years ago when former Indian lands were opened for settlement. Eighteen years ago oil was first discovered in Oklahoma and in this brief time modern cities like Oklahoma City and Tulsa have risen from prairie villages into bustling centers of commerce with every modern activity.

All that was said of Texas about its people and their peculiarities is probably true of the Oklahoman. He is a strange mixture of the old westerner, and the modern business man—perhaps inclined to be impulsive, of strong opinion and at times strangely silent. Then there is the Indian element which lends a sort of color or romance to the entire state, for the Cherokees, Creeks, Choctaws, Chickasaws and Seminoles number 119,000 in round figures and hold 19,551,890 acres of land valued at \$320,500,000 and enjoy an income of more than \$40,000,000 annually.

Topographically Oklahoma is a vast rolling plain of fertile prairies rising in the west to an altitude of approximately 4,000 feet. Oklahoma is growing increasingly important as a cotton producer, raising in 1920 more than a million bales giving her a rank of fourth as a cotton state. Corn, wheat and oats form an important part of Oklahoma's crops and the state is dotted liberally

with flour and cereal mills. Total value of all crops in 1920 was estimated at \$522,000,000.

Typical of the growth of this state are the figures of Oklahoma City which was not mentioned in the census returns until 1890 it had but 3,000 inhabitants. In 1900 it was a straggling village of but 10,000 population. In 1907 when a special statehood census was taken this had more than tripled. From 1907 to 1910 the population jumped from 33,000 to 64,000, and in the next ten years the population took another jump, bringing the total in 1920 to 91,000. It is now claimed by local authorities that Oklahoma City has gained at least 30,000 in population since 1920, so it may be seen that here is a city that must continue to lunge ahead in development, for it is 233 miles from Dallas, 172 miles from Wichita, 343 miles from Kansas City and 543 miles from St. Louis, leaving it commercially in command of a vast empire of rapidly growing territory which must look to Oklahoma City as a distribution center.

Production figures for oil indicate that in 1920 this state produced \$105,725,000. Including the refining of oil Oklahoma's industrial output in 1920 was valued at \$401,363,000. It is needless to add that Oklahoma City is the leading industrial city, being followed closely by Tulsa, the oil capital of the state, and center of the oil industry for the mid-continent fields.

In some respects Oklahoma is more progressive and modern than Texas. It has grown so fast, has been the scene of so much development which looked as if it couldn't last but proved permanent, that Oklahoma has skipped the periods of hard times and backwardness which have beset so many other southern and western states. Oklahoma is prosperous and has always been that way, it seems. The future holds nothing but a rosy picture of rapid and stable development for this state. Before present-day sales managers retire from activity they will probably see its present population of 2,028,283 doubled and half a dozen towns of fifty thousand population and over instead of the two it now boasts of.

for Economical Transportation



NEW LOW PRICES

Effective September 1, 1923

Superior 2-Pass. Roadster	-	-	\$490
Superior 5-Pass. Touring	-	-	495
Superior 2-Pass. Utility Coupé	-	-	640
Superior 5-Pass. Sedan	-	-	795
Superior Commercial Chassis	-	-	395
Superior Light Delivery	-	-	495
Utility Express Truck Chassis	-	-	550

All Prices F. O. B. Flint, Michigan

Made Possible By Increased Facilities

For many months we have been able to fill less than half of our orders. To correct this oversold conditions and take proper advantage of our enlarged market, we started, some months ago, extensive building operations and purchases of material to provide for large increases in production.

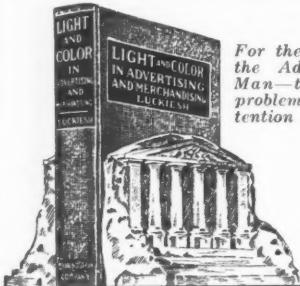
Our new assembly plant at Janesville, Wis., has been in operation about six months. New assembly plants at Buffalo, N. Y., and Cincinnati, O., have just started operations. We now have seven assembly plants, and five manufacturing plants and are therefore in a position to care for our rapidly increasing market. By November we will be producing 2500 Chevrolets per working day.

Our new prices are based on the reduction in costs made possible by these increased facilities, in conformity with our fixed policy of providing the utmost per dollar value in economical transportation.

Dealers and Service Stations Everywhere

Applications will be considered from high-grade dealers in territory not already covered.

Chevrolet Motor Company, Detroit, Mich.
Division of General Motors Corporation



For the desk of
the Advertising
Man—to solve
problems of at-
tention getting.

LIGHT and COLOR in Advertising and Merchandising

By M. LUCKIESH

Dr. Luckiesh has put together a book touched with genius. It is a clear and fascinating study of the use of color and light as selling aids and as attention-getters. Advertising men find it suggestive of new ideas, a real business aid, original, and entertaining. Its pages contain the latest information on the subject and no advertising man can afford to be without this book.

An article by Dr. Luckiesh appears in this issue of SALES MANAGEMENT

267 PAGES 25 COLOR PLATES \$3.00

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D. VAN NOSTRAND CO. -
8 Warren Street New York

\$22,000 from a Letter!

\$22,896.20 worth of merchandise sold with a single one-page "form" letter at a total cost of \$136.05. Send 25c for a copy of "Postage Magazine," and an actual copy of this letter will be sent gratis. If you sell, you need "Postage," which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers chock full of usable, cashable ideas.

POSTAGE, 18 E. 18 St., New York

HOTEL TULLER DETROIT, MICH.

Headquarters for
Old Colony Club
Detroit Automobile Club

European Plan

600 Rooms 600 Baths
\$2.50 up, Single \$4.50 up, Double
Sample Room, \$5.00 per Day

Cafeteria Cafe a la Carte Men's Grill

A. McKendrick, Mgr.

Hotel Grunewald Changes Name to The Roosevelt

Sales executives will be surprised to learn that on November 1 the famous Hotel Grunewald, of New Orleans, Louisiana, will change its name to the Hotel Roosevelt. The eighteen-story annex, which is nearing completion, and which is badly needed in New Orleans, will also be called The Roosevelt.

Ashland, Kentucky, is to have a new million-dollar hotel, which will contain 251 rooms. It will be nine stories in height, with ample banquet rooms and dining room, and every facility for the traveler.

The Queen's Hotel in Montreal, Canada, which has been very popular with traveling business men and sales managers because of its excellent location, will soon boast of an annex containing 200 rooms. This will increase the capacity of this hotel to 500 rooms.

The Hotel Ford of Salisbury, N. C., has created a good deal of good-will for their hotel by making arrangements with the local country club so that week-end guests can make use of the golf links and club house.

Many sales managers are staying at residential hotels in towns where they expect to remain for over the week-end. While some of the family hotels are away from the beaten path, and some time is used in getting to and from the business centers, the other advantages often more than offset the inconvenient location.

One sales manager got out a bulletin to his salesmen suggesting ways and means to cut traveling expenses. Among them were the following ideas which may be worthy of passing along to other salesmen. "If you carry a personal trunk bring it up to the hotel with you on a taxicab; reserve your rooms in advance, mentioning the price you want to pay; wherever possible do not send out laundry for special one day service, for most hotels charge extra for one day service; do not charge on your expense accounts the cost of cover charges where hotels have orchestras or other entertainment features in dining rooms. If you prefer to eat in a restaurant where there are extra charges for entertainment you must bear that expense."

While these are all small matters they amount to several thousand dollars a year if only a few salesmen are charging them on expense accounts.

HOTELS
Baltimore **Muehlebach**
12th Street and Baltimore Avenue
KANSAS CITY, MO.
In the very center of the business district, the combined buying power giving the best in room accommodations, cafe and dining service at fair prices.
S. J. WHITMORE,
Chairman
JOSEPH REICHL,
V-P. and Gen. Mgr.
500 ROOMS JOS. R. DUMONT, Mgr. Hotel Baltimore 500 ROOMS



Comfort with Safety

WE strive constantly to make our guests feel "at home"—comfortably so. The traveler at the end of the journey is accorded these little niceties of attention that soon put him at his ease.

But we know how inadequate these personal attentions, these conveniences for his comfort would be were he uncertain about the safety of his hotel.

That is why each and every structure of the United Hotels Chain is modern and safe in every respect—absolutely fireproof.

THE BANCROFT WORCESTER, MASSACHUSETTS
Charles S. Averill, Mgr.

THE TEN EYCK ALBANY, NEW YORK
Harry R. Price, Mgr.

HOTEL UTICA UTICA, NEW YORK
Walter Chandler, Jr., Mgr.

THE ONONDAGA SYRACUSE, NEW YORK
Proctor C. Welch, Joseph E. Grogan, Mgrs.

THE SENECA ROCHESTER, NEW YORK
Lewis N. Wiggins, Mgr.

HOTEL ROCHESTER ROCHESTER, NEW YORK
Lewis N. Wiggins, Mgr.

THE ROBERT TREAT NEWARK, NEW JERSEY
Charles A. Carrigan, Mgr.

THE STACY-TRENT TRENTON, NEW JERSEY
Charles F. Wicks, Mgr.

THE PENN-HARRIS HARRISBURG, PENNSYLVANIA
B. F. Welty, Mgr.

THE LAWRENCE ERIE, PENNSYLVANIA
W. A. Cochran, Mgr.

THE PORTAGE AKRON, OHIO
Harry Halfaere, Mgr.

THE DURANT FLINT, MICHIGAN
George L. Crocker, Mgr.

THE MOUNT ROYAL MONTREAL, CANADA
Vernon G. Cardy, Mgr.

KING EDWARD HOTEL TORONTO, CANADA
L. S. Muldoon, Mgr.

ROYAL CONNAUGHT HAMILTON, CANADA
A. E. Carter, Mgr.

PRINCE EDWARD HOTEL WINDSOR, CANADA
J. T. B. Foote, Mgr.

THE CLIFTON NIAGARA FALLS, CANADA
Open May to September

Under Construction

THE ROOSEVELT NEW YORK CITY

THE OLYMPIC SEATTLE, WASHINGTON

THE ALEXANDER HAMILTON PATERSON, N. J.

THE NIAGARA NIAGARA FALLS, N. Y.

UNITED HOTELS COMPANY OF AMERICA

Frank A. Dudley, President
Frederick W. Rockwell, Vice-Pres. J. Leslie Kincaid, Vice-President
Horace L. Wiggins, Vice-President D. M. Johnson, Secretary
Geo. H. O'Neill, Gen. Mgr. Canadian Hotels

Executive Offices

25 WEST 45th STREET, NEW YORK

Mr. Norvell Attacks Advertising

(Continued from page 154)

drug jobber and a drug retailer are nationally advertised patent medicines that as a general rule are sold at less than the cost of doing business, either by the wholesaler or the retailer."

Mr. Norvell went on to warn the hardware manufacturers against pursuing such a course. He continued, "What are the dangers that I see that confront the hardware manufacturers? One of them I believe is to be led astray by this modern cult of salesmanship. The hardware manufacturers must not crash on the rocks as a result of the siren song of the advertising agency."

Mr. Norvell painted a gloomy picture of conditions in the drug trade, and claimed that the drug jobbers were getting further and further away from controlling their territories year by year. He mentioned the growth of cooperative buying associations which were cutting into the volume of the drug jobbers, and warned the hardware manufacturers that the same condition would come to pass in the hardware field if too much national advertising were indulged in.

Being himself a national advertiser, and one of the comparatively few in the hardware field, Fayette R. Plumb took issue with him and challenged Mr. Norvell to prove that Plumb consumer advertising increased the cost to the consumer or lessened the dealer's profit. He said that there was far more profit for the dealer in the Plumb line than in any competing line. "I can prove this with facts and figures," claimed Mr. Plumb in his answer to Mr. Norvell.

A Hot Time

P. B. Noyes, Oneida Community, Ltd., Oneida, New York, also joined Mr. Plumb in his opposition to Mr. Norvell's statements. He said, "It's one thing to theorize but consider what has actually been done. Experience and facts prove that hardware manufacturers who do consumer advertising do more to help the jobber and retailer keep their profits up than anybody else. It isn't charity either. It is as practical as self-preservation."

Personal Service and Supplies

Classified rates: 36c a line of seven words; minimum \$3.00. No display

SALES EXECUTIVES WANTED

SALES MANAGER WANTED—THOROUGHLY experienced sales manager for wholesale dry goods, notion and furnishing goods house. Must have had experience in same line. M. Half & Bro., P. O. Box 1172, San Antonio, Tex.

DIVISION SALES AGENCY; ESTABLISHED international concern. Position pays on commission basis approximately \$10,000 a year. \$1,000 capital required. Outline experience briefly. United Creditors' Association, U. C. A. Building, 16th and Oxford Streets, Los Angeles, California.

FOR SALE

MOON - HOPKINS BILLING MACHINE—Used seven months, A-1 condition. Change billing procedure reason for selling. Sealright Co., Inc., Fulton, N. Y.

POSITIONS WANTED

SALES EXECUTIVE—CONSTANTLY EMPLOYED as salesman and sales manager fifteen years and as president and general manager my own company since 1919. Age, 38; education, general business subjects, diverse selling, of course, corporation law. Contract unnecessary, have sufficient means to be personally responsible if I do not succeed with satisfying results. Address Box 1164, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES MANAGER: WANTS POSITION. Married; age 36. Fourteen years in sales work, starting as salesman, advancing into district manager, assistant sales manager, and general sales manager. Now occupied but can terminate present connection on short notice. Unusually successful in recruiting and developing salesmen, handling sales promotion work, sales correspondence, and all duties attending sales executive work. Proven ability with clean successful record. Seeking opportunity in more productive field where ability, loyalty and industry will represent determining factor. Box 1061, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

POSITIONS WANTED

EIGHT YEARS SHOP AND FOURTEEN years selling different commodities ranging in price from one dollar to \$15,000 per unit. At present in charge of sales and advertising for large manufacturer of heavy machinery. Will be available about January 1st for bigger opportunity. If you wish to unload all or part of the responsibility of your sales department, a letter will be regarded as strictly confidential. Address Harry Moore, 131 E. Broad St., Columbus, Ohio.

REAL SALESMAN OF PROVEN ABILITY seeks a position with responsible concern. Is a wonder at selling by the demonstration method. He wants a product where ability to plan sales campaigns, initiative, hard work, and consistent effort will be given exclusive selling rights in a definite territory and good income. Thoroughly familiar with Central New York but will go elsewhere. Position must be permanent and all-year proposition. Prefers responsibility. Address HWH, 828 Sumner Ave., Syracuse, N. Y.

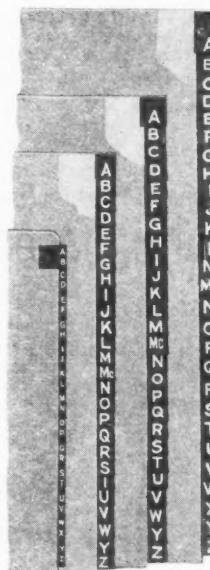
PERSONAL SERVICE

CAPITAL IN ANY AMOUNT RAISED BY my tested plan of reaching selected investors direct by mail. Twenty years' resulted experience planning sales campaigns and writing investment advertising. Submit outline of your business problem for free analysis, samples of my work and booklet, "How to Raise Capital." Gardner Advertising Service, B-510 Ridge Arcade, Kansas City, Mo.

NEW YORK OFFICE FACILITIES—LETTERS received at Fifth Avenue address and forwarded; \$3 month or \$25 year. Write for particulars, F. Ogden, 175 Fifth Avenue, New York.

Loose Leaf Indexes

To Suit Your Individual Requirements or Stock Arrangements and Styles



We have given a very exhaustive and scientific study to the necessities in the manufacture of indexes. We are most discriminating in the selection of material used. For these reasons we know our product merits your close inspection.

No matter how complex your indexing problem may be, put it up to us. Our service department is maintained for your benefit.

Our dealer is as near to you as your telephone

G. J. Aigner & Company

Manufacturers

521-523 W. Monroe St. Chicago, Ill.

Handy Expense Books for Traveling Men



Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free
100 for \$3.00 500 for \$13.75 1000 for \$25.00
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1637-D Richmond, Virginia

Better Booklets for Less Money

5000 Eight-Page BOOKLETS 5000 Four-Page FOLDERS
3½x6½, printed on **\$70** 6x9, printed on **\$42**
good Enamored paper good Enamored paper
1000 8-page booklets, \$25 1000 4-page folders, \$20
Write for Free Samples on Your Printed Letterhead

E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago

I Am Not Designating

the kind and title of position I will accept. I seek an opportunity to demonstrate my ability and worth to you. My experience has been that of salesman, branch manager and assistant sales manager. Am experienced in organizing and directing national sales force. Am 33 years of age.

Address Box 1161, SALES MANAGEMENT
1801 Leland Ave., Chicago, Ill.

Use S & M Mailing Lists

We can compile for you a List of your real prospects—just the kind of people you want to do business with. Let us tell you how we do compile special Mailing Lists—the kind which will sell your product.

Send for Mailing List Data Sheet
SAMPSON & MURDOCK COMPANY
242 Summer Street, Boston, Mass.

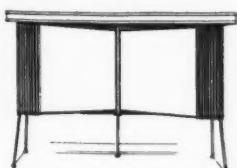
"Namapco" Washable Maps



How Monroe Solves Its Territorial Problems



4-Wing Multi-Unit Fixture
Displays eight maps, all of which may be turned in either direction or spread apart as shown.



30-Wing Floor Canopy Fixture
Displays 60 maps. Does not require fastening to walls or floor. Canopy covers wings when spread at any angle. Wired for electric lights.

THE sales department of Monroe Calculating Machine Company, like that of every other organization, has certain specific territorial problems to solve. In the Monroe organization, the Namapco Map System shown above is used as follows in the solution of these problems:

1. To determine the boundary lines of division, district and local territories.
2. To determine the location of inquiries and the office most readily accessible to the inquirer.
3. In planning for a zone or district conference, to locate the district or division most readily accessible to all the offices within a certain territorial area.
4. To assist in charting the sales possibilities within certain districts.

"Inasmuch as territorial lines inevitably

change from time to time," says the Monroe Company, "we are particularly pleased with the ease with which these maps can be washed off and made clean for a new marking of boundaries.

"As our business grows and our sales organization develops, we are finding new uses which help in simplifying our increasingly complex problems of territory apportionment and sales records."

A Namapco Map System, especially designed for your business, will give you a graphic and accurate picture of your territory and enable you to know at a glance the exact situation in any particular district. No matter what you sell or how you sell it, these maps will help make your sales work more systematic and thorough.

We shall be glad to send you a copy of our illustrated book which tells how other well-known firms use maps in their sales and territorial work. Address Dept. D-11, Indianapolis

*"If it's a map
we have it"*

NATIONAL MAP COMPANY

MAP MAKERS SINCE 1885

Home Office, INDIANAPOLIS

CHICAGO, 111 N. Market St.

360 Broadway, NEW YORK



ATIP for any manufacturer who sells in Chicago

FORTY-THREE brands of tooth paste were found on the shelves of Chicago druggists in a recent investigation. In volume of sale, however, five brands stood head and shoulders above all others. Is it a coincidence or the logical sequence of cause and effect that these five brands should have been the five largest tooth paste advertisers in The Chicago Tribune from 1916 to date? Here are the leading tooth pastes in this market and their lineage in The Tribune, 1916-1923.

Agate Lines
in Chicago Tribune

Pepsodent	86,664
Colgate	27,662
Pebecco	49,790
Forhan's	65,671
Kolynos	46,782

AMONG eleven tooth powders one stood far ahead of the others—Dr. Lyons'—which has used 31,060 lines in consistent Tribune advertising during the above period.

Why Leaders Lead

What did these dentifrice manufacturers buy when they bought space in The Chicago Tribune?

They bought the finest high-speed printing facilities in the world to reproduce their sales arguments by the millions at exceedingly low cost.

They bought the services of a highly efficient organization of truck and wagon drivers, news dealers

and newsboys, equipped to distribute their sales arguments into hundreds of thousands of homes within a few hours.

They bought the prestige of a great newspaper in those homes—won by seventy-six years of aggressive public service.

They bought the right to have their sales arguments printed in proximity to the news and features for which The Tribune pays writers and artists millions of dollars a year, and in which readers are intensely interested.

They bought The Tribune's enormous influence with drug jobbers and drug retailers throughout The Chicago Territory—three-fourths of whom read The Tribune.

They bought leadership—distinction—elevation from the mob of competitors, and bought it in a market which consumes more than a fifth of all the dentifrices used in the United States.

There are many lines in which no manufacturer has lifted himself from the mob, lines in which the lion's share of the business awaits the pioneer advertiser.

CHICAGO TRIBUNE men are trained in merchandising as well as in advertising. One will be glad to call on request to discuss with you the prospects for increasing your sales in the rich Tribune market.

The Tribune's new BOOK of FACTS on Markets and Merchandising is now ready and will be mailed free to any selling organization requesting it on business stationery.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

512 Fifth Avenue, New York City

Tribune Building, Chicago

Haas Building, Los Angeles

